



Office of Worker and Community Transition
United States Department of Energy

Eighth
National
Stakeholder
Workshop
Summary Report

Washington, D.C.

June 26 - 28, 2000

Eighth
NATIONAL STAKEHOLDER
WORKSHOP

SUMMARY REPORT

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Office of Worker and Community Transition

U.S. Department of Energy

November 2000

This Summary is our summarization of presentations given by the speakers at the conference. Opinions and data presented by the speakers do not necessarily reflect the opinion of the Department of Energy or the Office of Worker and Community Transition. Further, the Office is not responsible for the accuracy of the data presented.

January 18, 2001

To June 2000 Workshop Participants:

The Department of Energy's (DOE) Office of Worker and Community Transition (the Office) held its Eighth National Stakeholder Workshop on June 26-28, 2000, at the Renaissance Washington D.C. Hotel in Washington, D.C. Approximately 212 participants attended representing the Department of Energy, DOE contractors, labor and community representatives, and local elected officials.

These Workshops are an opportunity for the Department to highlight elements of Departmental policies and to identify areas needing more formal policy. Most importantly, these Workshops bring together local elected officials, union representatives, community representatives, contract managers, and Department of Energy staff in one location to discuss the intersecting issues accompanying the dramatic change in the Department's activities.

The June 2000 Workshop addressed the progress made on the issues and challenges identified at the last stakeholder's meeting in Chicago, Illinois, on May 27-28, 1999. We also covered the full range of the Department's work force issues and sought answers to the challenges of implementing the Department's post Cold-War mission: work force planning and restructuring, early site closure, reuse and conversion, worker safety during cleanup, and the labor policy on privatization. The format of the meeting focused on discussions of best practices and lessons learned in the process of obtaining an effective and efficient work force. A ***Workshop Summary Report*** is enclosed in this mailing for your information. For more information on the Office's activities, access our web site at www.wct.doe.gov.

If you have any questions concerning the enclosed document, please contact Sheila Dillard at (202) 586-1311. Again, thank you for your time and support of our activities in the mutual interest of resolving complex work force and community transition issues.

Sincerely,

Signed

Gary K. King, Ph.D, J.D.
Director, Office of Worker
and Community Transition

Enclosure



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**EIGHTH NATIONAL STAKEHOLDER WORKSHOP
SUMMARY REPORT
June 26 - 28, 2000
Washington, D.C.**

INTRODUCTION

On June 26 - 28, 2000, the Department of Energy's (DOE) Office of Worker and Community Transition convened its Eighth National Stakeholder Workshop at the Renaissance Washington D.C. Hotel in Washington, D.C. Approximately 212 stakeholders attended representing DOE Headquarters and field offices, contractors, labor organizations, state and local government, educational and community interest groups.

The Workshop addressed the progress made on the issues and challenges identified at the last stakeholder's meeting in Chicago, Illinois, on May 27- 28, 1999. The full range of the Department's work force issues were discussed and sought answers to the challenges of implementing the Department's post Cold-War mission: work force planning and restructuring, early site closure, reuse and conversion, worker safety during cleanup, and the labor policy on privatization. The format of the meeting focused on discussions of best practices and lessons learned in the process of obtaining an effective and efficient work force.

The format of the Workshop included several plenary sessions and a number of small group discussion sessions. The small group sessions focused on topics related to labor issues, work force restructuring, work force planning, community transition, and employee concerns. The sessions provided a wide range of views on worker and community transition issues.

PLENARY SESSIONS

The plenary sessions of the Workshop included presentations on the following topics:

- C Welcome and Introductions;
- C Critical Skills Retention: Response to the Chiles Commission;
- C Lessons Learned in Creating a Stakeholder Alliance; and



- C Headquarters and Field Coordination.

SMALL GROUP DISCUSSION SESSIONS

The small group discussions provided an opportunity for direct, informal dialogue among Workshop participants on a wide range of issues. The Tuesday, June 27, 2000, discussion groups included the following topics:

- C Community Commitment by the Department of Energy;
- C Post-Contract Benefits/Ill Workers Compensation Initiative;
- C Work Force Restructuring Diversity Issues; and
- C Work Force Portability.

The Wednesday, June 28, 2000, discussion groups focused on the following topics:

- C CRO, Contractor, Union Coordination Panel;
- C Status of Portsmouth and Paducah Work Force Restructuring Activities;
- C Economic Development/Property Conveyance;
- C Business Attraction, Using An Educated Work Force to Create Jobs and Matching Skills of Separated Workers with Potential Jobs; and
- C Preference-In-Hiring.



If you would like more information on the Workshop format, or if you would like to obtain copies of handouts from the Workshop, please call, fax, or e-mail your request to:

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MONDAY, JUNE 26, 2000

DOE EMPLOYEE SESSION

Gary King, Director, Office of Worker and Community Transition, opened the Department of Energy (DOE) session with the latest information about the FY 2001 budget. As of the date of the meeting, the budget had been submitted and the House had passed an appropriations bill for \$24.5 million. This would allow a program budget of \$21.5 million. The Senate will be considering the appropriation in the future. At that time, he expected the budget to move quickly. Although the exact division between worker programs and community transition would not be known until later, he estimated that about 60 percent (about \$12 million) might be needed for worker transition activities with the balance of \$9.5 million available for community transition.

Terry Freese then reported on DOE Order 350.1, which was scheduled to “sunset” on September 30, 2000. No major revisions were expected in Chapters I and II. The greatest number of changes were expected for Chapter III, which is also attached. The proposed new text was in italics, the proposed deletions in brackets, and the existing language to retain in bold. He asked for any comments within 3 weeks.

Tony Carter presented the draft of the Work Force Restructuring Reference Guide for review and comment. Comments were requested as soon as possible.

Terry Freese provided an overview and comments regarding the success of the preference-in-hiring program. The Restructuring Reference Guide also contains three case studies of preference-in-hiring programs at DOE sites.

Bob Baney provided a review of the community transition program that emphasized the funding prospects. He indicated that, with the expected level of funding, a supplemental appropriation request may be requested to satisfy the high priority needs within the community transition program. If the program is not granted a supplemental appropriation, then the Office of Worker and Community Transition will not be able to provide full funding for all the existing commitments and high priority needs. He urged that the Community Reuse Organizations be advised to seek other sources of revenue besides the funding available from the community transition program. The Department may also be examining matching requirements as a condition to receiving community transition funding.



Mr. Baney also introduced the third edition of the Community Transition Reference Guide (Guide). That Guide contains considerable information about other sources of community development assistance.

Following the presentations by Headquarters staff, each site was provided with the opportunity to provide an overall program report for their facility or facilities. The reports indicated, in general, while there were sites with a short-term occurrence of work force transition activity, the overall work force was stable. Exceptions included early closure sites, which were experiencing high attrition rates (three times normal levels), and sites where changes were occurring in the M&O contractor. The effect on workers of actions at the gaseous diffusion plants at Portsmouth, OH, and Paducah, KY, were also unknown but were expected to be significant, especially over fiscal years 2001 and 2002.



TUESDAY, JUNE 27, 2000

PLENARY SESSIONS

Opening Remarks

**Speaker: Dr. Gary King, Director
Office of Worker and Community Transition**

Dr. Gary King began by welcoming all those in attendance and speaking a little about his professional background before coming to the Department of Energy (DOE). Dr. King had been an elected official in New Mexico and, in this capacity, worked almost on a daily basis with various labor officials. He was also in private industry where his responsibilities dealt with many facets of the environmental arena. Prior to assuming his present duties 8 months ago as Director, Office of Worker and Community Transition (the Office), Dr. King was a Policy Advisor to the DOE Assistant Secretary for Environmental Management.

Dr. King spoke a little about where the Office has been and where it is going. The Office was established in 1993 to deal with the contractor downsizing efforts within the DOE being brought about by its changing priorities to focus less on nuclear weapons production and more on environmental management and cleanup. Initial high separation rates (about 10,000 per year) by DOE leveled off to a much lower level by the late 1990s, and current Office funding is also lower. The Office's mission is to minimize the social and economic impacts resulting from the Department's activities, and to encourage the disposition of its unneeded assets. In this regard, the Office also provides funding for community initiatives which directly impact economic development. In working with the communities in fostering their economic development activities, the Office encourages them to think ahead and visualize how they would like their community to look, in say 10 years from now, and to concentrate (or prioritize) on those actions which would cause this effect. Heavy focus right now is on the issue of the gaseous diffusion plants at Paducah, Kentucky, and Portsmouth, Ohio. The United States Enrichment Corporation (USEC) has announced the gaseous diffusion plant at Portsmouth will be closing soon. Keeping this in mind when we work with a community that surrounds a DOE facility, we need to work with those stakeholders in helping to bring about a broader diversification. These communities just can't rely solely on the presence of the Department.

Dr. King expressed his desire that this stakeholder session be conducted in a Workshop atmosphere and not just a conference. He encouraged mingling and discussing of issues with others. He also



offered that, after the discussions, we could then more easily identify those areas which overlap and need attention. We could then identify common goals and move forward. With this information in hand, it would be easier for us to go to Capitol Hill and to make a stronger argument as to the needs of the program.

Critical Skills Retention: Response to the Chiles Commission

Speaker: Robert W. DeGrasse Jr., Office of Defense Programs, DOE

Mr. Robert W. DeGrasse Jr. presented an overview of DOE's response to the Chiles Commission Report (Commission on Maintaining United States Nuclear Weapons Expertise), and emphasized the importance of maintaining the proper mix of skilled workers necessary to successfully manage our Nation's nuclear stockpile activities.

The end of the Cold War has produced changes in our Nation's nuclear mission. Our nuclear weapons are now maintained within the auspices of the Stockpile Stewardship Program (SSP). The SSP uses scientific applications and tools (as opposed to actual nuclear explosives testing) to ensure that our nuclear stockpile is adequately maintained and reliable. During Secretary Hazel O'Leary's Administration, Mr. DeGrasse helped shape the Department's decision to not return to underground nuclear testing. At the heart of the SSP is the issue of confidence in the safety, reliability, and performance of the nuclear weapons. This is achieved through the capabilities and expertise of all those stockpile stewards involved in this endeavor.

In response to the Department's changing nuclear weapons mission, we have been trying to close and excess those facilities deemed unneeded while still maintaining our stockpile. But, nuclear expertise retention is paramount to maintaining our Nation's nuclear stockpile. Mr. DeGrasse's discussion focused upon the SSP's need to maintain workers necessary to manage our Nation's nuclear stockpile. He noted that the Office of Defense Programs (DP) needed to address the thought in the 1990s that DP was going out of business despite the fact that our Nation needs to maintain its stockpile. Congress voted down the test-ban treaty. The Secretary required a 30-day stand down to examine where DP is headed. Now DP has a programmatic orientation in 3 areas: directed stockpile work in manufacturing, maintenance; second, science campaigns (including fusion process, hydrodynamic testing, computer simulations); and third, the infrastructure (e.g., what it takes to keep the lights on). Over 50 percent of the stockpile stewardship budget is ensuring the Department has the people necessary to complete the tasks. A mission of DP is to assess site by site where the Department stands.



Section 3163 (e)(2) of the FY 2000 National Defense Authorization Act requires the Secretaries of Energy and Defense (DOD) to present a joint plan setting forth the actions that the Secretaries consider necessary to retain core scientific, engineering, and technical skills and capabilities within their Departments (including their contractors) in order to maintain the United States' nuclear deterrent force indefinitely. Specifically, the Law requires the plan to address the following seven elements:

1. A baseline of current skills and capabilities by location.
2. A statement of the skills or capabilities that are at risk of being lost within the next 10 years.
3. A statement of measures that will be taken to retain such skills and capabilities.
4. A proposal for recruitment measures to address the loss of such skills and capabilities.
5. A proposal for training and evaluation of personnel with core scientific, engineering, and technical skills and capabilities.
6. A statement of the additional advanced manufacturing programs and process engineering programs that are required to maintain the nuclear deterrent force indefinitely.
7. An assessment of the desirability of establishing a nuclear weapons work force reserve to ensure the availability of the skills and capabilities of present and former employees of DOE, DOD, and the contractors of those Departments in the event of an urgent future need for such skills and capabilities.

Mr. DeGrasse then discussed the demographics of the contractor work force at each of the Department's eight nuclear weapons complex sites as well as the challenges they face in ensuring a adequate work force, with the necessary skills and capabilities, to successfully accomplish mission objectives. Representatives met on January 25, 2000, and made three primary conclusions: first, the overall hiring among the DP contracts in 1999 was, at most, half the level needed to refill the pipeline employees with critical skills; second, DP has established a planning process for critical skills generation, retention, and regeneration and has begun monitoring critically-skilled employees and assessing the implications of their status on the budget; and third, many critical skills are at risk in the Nuclear Weapons Complex (NWC), but the situation appears manageable with the application of



appropriate attention and resources. To DP, a critically skilled worker is simply defined as someone who would take a long time to replace. The eight sites comprising the NWC include three laboratories, four production plants, and one test site.

The sites are:

- Kansas City Plant
- Los Alamos National Lab
- Lawrence Livermore National Lab
- Pantex
- Savannah River Site
- Sandia National Labs
- Nevada Test Site
- Y-12 Plant

Overall, the percent change in DP-funded contractor employment since FY 1996 has decreased at five sites: Kansas City Plant (down nearly 20 percent); the Nevada Test Site (down nearly 10 percent); Pantex (down 10 percent); Sandia National Labs (down by more than 10 percent); Y-12 Plant (down by 10 percent); and increased at three others: Los Alamos National Lab (up by over 30 percent); Lawrence Livermore National Lab (up nearly 20 percent); Savannah River Site (up by over 20 percent). Currently, DP-funded workers total 20,235; ranging from a high of 3,777 at Sandia National Labs to a low of 521 at the Savannah River Site.

While differences among these eight sites are illustrated below, the consolidated demographics representing those employees at these eight sites showed the following attributes:

- About one-half of the work force was identified as critically skilled;



- The average age of critically skilled workers is 47 years;
- Only 3 percent of the critically skilled workers are less than 30 years old;
- More than one-third of all critically skilled workers are more than 50 years old;
- Scientists, engineers, and technicians make up 75 percent of critically skilled employees;
- The average time to retirement for the critically skilled workers is 14 years; and
- 61 percent of the critically skilled work force could retire by 2010.

The eight sites had each defined what it considered to be factors encompassing a critically-skilled employee. Their definitions would incorporate those factors deemed essential for the implementation their particular work force generation, retention, and regeneration plans. As such, the definition is slightly different from site to site, but basically would include those workers with specialized skills essential to the nuclear weapons program, which are not readily available in the labor market, and which would require up to 2 - 3 years of training and on-the-job experience to acquire the specialized skill and perform the job proficiently. In a nutshell, critical skills which could not be maintained by the work force could impair or preclude the ability to maintain the safety, security, and reliability of the nuclear weapons stockpile.

Kansas City Plant

DP staffing is down 19 percent from FY 1996. There are currently 2,836 full-time equivalent (FTE) employees, of which 879 (31 percent) are considered critically skilled. Scientists, engineers, and technicians comprise 73 percent of the critically-skilled workers. Of this group, the largest share was by engineers who accounted for 42 percent. The average age of a critically- skilled worker is 48 years. Nearly all (97 percent) of the critically-skilled workers will be eligible for retirement in 2010.

Lawrence Livermore National Laboratory

DP staffing is up 18 percent from FY 1996. There are currently 2,828 full-time equivalent (FTE) employees, of which 1,981 (70 percent) are considered critically skilled. Scientists, engineers, and technicians comprise 87 percent of the critically-skilled workers. Of this group, the largest share was by



technicians who accounted for 37 percent. The average age of a critically-skilled worker is 47 years. Forty-four percent of all the critically-skilled workers will be eligible for retirement in 2010.

Los Alamos National Laboratory

DP staffing is up 33 percent from FY 1996. There are currently 3,442 full-time equivalent (FTE) employees, of which 1,837 (53 percent) are considered critically skilled. Scientists, engineers, and technicians comprise 72 percent of the critically-skilled workers. Of this group, the largest share was by scientists who accounted for 27 percent. The average age of a critically-skilled worker is 46 years. Forty-five percent of all the critically-skilled workers will be eligible for retirement in 2010.

Nevada Test Site

DP staffing is down 9 percent from FY 1996. There are currently 800 full-time equivalent (FTE) employees, of which 216 (27 percent) are considered critically skilled. Scientists, engineers, and technicians comprise 90 percent of the critically-skilled workers. Of this group, the largest share was by technicians who accounted for 46 percent. The average age of a critically-skilled worker is 50 years. Seventy-one percent of all the critically-skilled workers will be eligible for retirement in 2010.

Pantex

DP staffing is down 10 percent from FY 1996. There are currently 2,691 full-time equivalent (FTE) employees, of which 1,022 (38 percent) are considered critically skilled. Scientists, engineers, and technicians comprise 52 percent of the critically-skilled workers. Of this group, the largest share was by technicians who accounted for 23 percent. The average age of a critically-skilled worker is 46 years. Thirty-one percent of all the critically-skilled workers will be eligible for retirement in 2010.

Sandia National Labs

DP staffing is down 11 percent from FY 1996. There are currently 3,777 full-time equivalent (FTE) employees, of which 2,248 (60 percent) are considered critically skilled. Scientists, engineers, and technicians comprise 93 percent of the critically-skilled workers. Of this group, the largest share was by scientists who accounted for 38 percent. The average age of a critically-skilled worker is 46 years. Sixty-seven percent of all the critically-skilled workers will be eligible for retirement in 2010.



Savannah River Site

DP staffing is up 22 percent from FY 1996. There are currently 521 full-time equivalent (FTE) employees, of which 51 (10 percent) are considered critically skilled. Scientists, engineers, and technicians comprise 100 percent of the critically-skilled workers. Of this group, the largest share was by engineers who accounted for 61 percent. The average age of a critically-skilled worker is 44 years. Twenty-two percent of all the critically-skilled workers will be eligible for retirement in 2010.

Y-12 Plant

DP staffing is down 10 percent from FY 1996. There are currently 3,340 full-time equivalent (FTE) employees, of which 929 (28 percent) are considered critically skilled. Scientists, engineers, and technicians comprise 51 percent of the critically-skilled workers. Of this group, the largest share was by engineers who accounted for 32 percent. The average age of a critically-skilled worker is 49 years. Sixty-five percent of all the critically-skilled workers will be eligible for retirement in 2010.

Many challenges are faced at these facilities in trying to ensure an adequate work force, with the appropriate skills and capabilities, to accomplish their mission objectives. Some include the following

- The work force is aging and little recruitment was done during the last decade;
- An increasing number of workers are leaving prior to retirement;
- Program instabilities and uncertain future budgets;
- Hiring restrictions brought about by lowered budgets;
- Recruiting difficulties. This is compounded by the current robust economy and consequent high demand for technically-skilled individuals by the commercial sector. This is especially evident in the information science and technology field;
- With heightened security measures comes the sense of not being trusted--having your loyalty challenged. Also, the length of time required to get a security clearance;
- Unattractiveness of the overall nuclear image to younger people;



- Travel restrictions brought about by recent Congressional actions that will reduce opportunities for attendance at scientific meetings; and
- The overall work environment. Old facilities that are no longer attractive to the higher expectations of today's workers, including their remote locations.

Many critical skills are at risk in the nuclear weapons complex, but the situation appears manageable with application of appropriate attention and resources. Some measures being used to recruit, as well as maintain, critically-skilled workers include such activities as:

- Fellowship programs;
- University cooperative programs; and
- Salary adjustments and signing bonuses;
- Recognition programs designed to recognize and reward those for technical excellence;
- Quality of work life programs such as flexible working hours; and
- Continuing education programs.

Mr. DeGrasse concluded his presentation by stating that developing and implementing nuclear skills retention measures within the Department were crucial to successfully meeting the Stockpile Stewardship mission.

Questions and Answers

Q: The Report doesn't really include the security area as that in which critical skills exist.

A: (DeGrasse) The way it's currently managed is not optimal for either accomplishing the security mission or retaining the necessary skills in that field. We're trying to come up with new ways (e.g., with the creation of the National Nuclear Security Administration). Right now the law



enforcement function is carried out by contractors. More attention is needed here to make more consistent. The Department might want to consider federalizing this function.

Q: What's DOE's position regarding critical skills at closure sites?

A: (DeGrasse) This is not the responsibility of the Defense Programs organization. The Office of Environmental Management needs to make sure that the appropriate personnel are available to get the work done.

A: (King) Also need to look at DOE Order 350.1 for succession management issues. Money is needed to deal with retention issues.

Q: What is the retirement benefit locality incentive that is shown on your slide dealing with the Nevada Test Site?

A: (DeGrasse) It basically means that the retirement percentage will increase at the end of the program. That is, the longer you stay, the higher the percentage of retirement benefits you'll receive.

Q: I'm a 20-year worker with DOE. DOE is making folks think more about retiring instead of staying. There needs to be more continuity, more security features, and generally less uncertainty for staying. Can't have if contractor is trying to rebid.

A: (DeGrasse) I Agree. Folks need to understand expectations. There is a real need to find a level of stability. DOE is not going out of business. We need a more stable working environment. This is one thing that Congress had in mind when it created the National Nuclear Security Administration. Also, making changes just to say that we've made changes doesn't necessarily make things better. For example, the recent outcry to fire the University of California at Los Alamos.

A: (King) Pensions and benefits must be allowed to carry over (i.e., be portable) to a new contractor.

Q: What is the role of the National Nuclear Security Administration in setting security?



- A: (DeGrasse) The National Nuclear Security Administration will set security policy for the Secretary of Energy.
- Q: The Secretary's announcement to pull back on economic development at the sites is troubling.**
- A: (DeGrasse) We need balance here. We expect our contractors to be excellent corporate citizens and contributing to the wealth of their community. Small business creates new employment. The contractors running our sites are not necessarily the ones who can also successfully do economic development. I believe it is better to have the Office of Worker and Community Transition put money into economic development and work with the community then have the contractors do it as part of their programs. Let's not divert their attention from what they should be doing (safe, secure, production) to economic development.
- Q: Will the contractors perceive that they will be penalized if they do economic development work?**
- A: (DeGrasse) No. DOE will support any community work that the contractors wish to do voluntarily. The Department simply doesn't want to distract them from their primary mission.
- Q: Economic development activities for Hanford have improved over the last several years and are now not as bad as you have suggested.**
- A: (DeGrasse) O.K., you're right.
- Q: The loss of expertise at the Y-12 Plant has made the Oak Ridge Oversight Committee concerned.**
- A: (DeGrasse) DOE agrees that there is cause for concern. Funding is needed from the Congress. There currently is no plan that shows step-by-step procedures to retain or replace the expertise being lost.
- Q: Would like to see more stability in contracts. There appears to be an inconsistency. DOE wants more stability in its work force, but creates greater confusion for the workers by changing contractors over and over again.**



- A: (DeGrasse) We're working on this. DP is in disagreement with the Administration about how to maintain a stable work force. Stability can be achieved by looking forward.

GROUP DISCUSSIONS - CONCURRENT SESSION 1

1A. Discussion on Community Commitment by the Department of Energy

Moderator: Bob Baney, Office of Worker and Community Transition

Speakers: Gary King, Office of Worker and Community Transition
Debby Swickow, Office of Environmental Management
Stephen Mournighan, Office of Procurement and Assistance Management

Mr. Bob Baney, Grants Administrator, Office of Worker and Community Transition (the Office), introduced the session topic and speakers. He also gave a brief overview of what was to be discussed. This session was to elicit input regarding the Department's future role in developing successful regional partnerships, i.e., to get ideas on how to be a good regional partner. The Regional Partnership rule basically says that the Department of Energy (DOE) is to be a constructive partner in the geographic region in which it conducts business. This proposed rule was issued by the Department for comments last spring. It states:

- It is the policy of the DOE to be a constructive partner in the geographic region in which DOE conducts its business. The basic elements of this policy include:
 - (1) recognizing the diverse interests of the region and its stakeholders;
 - (2) engaging regional stakeholders in issues and concerns of mutual interest; and
 - (3) recognizing that giving back to the community is a worthwhile business practice.
- Accordingly, the contractor agrees that its business operations and performance under the contract will be consistent with the intent of the policy and elements set forth above.

This recently proposed rule provides a general statement on community commitment, but does not indicate how this is to be implemented by the DOE.



Mr. Baney also briefly discussed the Office funding levels, and said that the \$24.5 million budget for FY 2000 was substantially less than the \$200 million for FY 1994.

Mr. Stephen Mournighan, Director of the Office of Management Systems, began his presentation by saying that his Office works closely with the Departmental field offices and assists them in putting together their solicitations.

Currently the DOE does not have a policy concerning economic development. With the changing mission requirements of the Department, the contractor work force is being subjected to varying restructuring mechanisms including downsizing, retraining, and relocation. Even though there is no Departmental policy on economic development activities, in certain solicitations and contracts, some economic development initiatives were incorporated. This usually occurred at the sites which were undergoing major changes, e.g., work force downsizing or closure.

Mr. Mournighan continued by saying that some language concerning economic development endeavors had been included in eleven recent contracts. These contracts were focused in four major areas: East Tennessee, Idaho, Hanford (Washington), New Mexico.

Mr. Mournighan briefly pointed out several Departmental concerns. Scarce dollars should be focused on accomplishing the mission of the site. With a reduced federal staff, there will be an increased level of contract administration responsibilities. The Inspector General (IG) has criticized economic development programs. The IG believes DOE is paying more fee to cover unallowable economic development costs; believes that these programs distract contractors from the program missions; and believes that these programs are subjective and hard to validate.

Contractors are encouraged to invest in the local community. Some avenues can include: deposits in the local financial institutions; participation in local development funds; cash donations to local charities; provide volunteer leave for their workers; formalizing partnerships with local training/recruiting/academic organizations; local purchasing and mentoring programs especially with small businesses; technology transfer partnerships to attract new businesses; and participating in land-use decisions to promote economic development.

Stakeholders need to be engaged. We need to find out how our work is affecting the communities. Also, the work force is highly trained and talented and has a lot to offer a community. It is paramount for the community to earnestly try to take advantage of this educated work force.



Mr. Mournighan described the proposed rulemaking as an attempt to promote geographic partnerships by creating a new contract clause that recognizes diverse interests, engages the stakeholders, and promotes community support. Mr. Mournighan noted that there were many things a contractor could do now without taking away focus from their mission responsibilities. For example, he suggested that the \$5 billion in subcontracting activities at DOE sites provide ample opportunity for prime contractor to form regional partnerships within their contracting community. Let's consider providing an incentive for a company which does well. This might be incorporated as an evaluation of success in the award fee.

In conclusion, Mr. Mournighan spoke about the human element and how this should not be overlooked. The work force is comprised of highly-trained and very talented individuals. These individuals still have much to offer a community, and that the community should try earnestly to take advantage of this.

Dr. Gary King, Director of the Office of Worker and Community Transition, spoke next on strategies for strengthening the partnerships between the Department, M&O/M&I contractors, and the community. Dr. King described his past experience as a state legislator in trying to engage DOE in providing support to local communities. He noted that economic partnerships are especially important for rural communities where DOE is the primary employer. Dr. King expressed hope that the proposed rulemaking could become a powerful tool in making the Department and contractors more effective contributors to the communities' economic well-being.

Dr. King provided examples of investments that have community benefits, including loan funds, community development venture capital funds, low-income housing tax credits, deposits in local banks and credit unions, volunteer time to events and cash donations as sponsors of community events. He recommended forming partnerships with local job training agencies and recruiting firms to hire locally and to tap into the under-utilized labor pool. Dr. King stressed the importance of commitment to working with local and regional academic institutions to enhance program offering and student opportunities as well as developing identified centers of excellence that will potentially create a new job base for the regional work force.

Additional ways the contractor could demonstrate commitment to its community would be to provide local and regional business support including direct support to small/disadvantaged start-up businesses, sponsoring small business forums and regional conferences, and investing in business/hi-tech parks to create secondary job growth. Examples of local and regional procurement opportunities include: establishing purchasing relationships with local vendors; coordinating with the Community Reuse



Organizations (CROs) and local Small Business Offices; and flow-down of community commitment standards to subcontractors and vendors.

Dr. King referenced the potential role of technology commercialization including: asset reuse for the purpose of creating jobs for the region; capitalization; providing access to low rents and facilities; access to surplus equipment; and access to business management and marketing. Finally, Dr. King encouraged contractors to consider redevelopment initiatives with municipalities such as siting decisions (i.e., on the part of the M&O/M&I) which favor under-served or economically-challenged communities or localities, and participation in brownfields initiatives.

Dr. King informed the audience that Secretary Richardson understood there is concern among the CROs over the elimination of economic development contract clauses. The Secretary has asked Dr. King to solicit ideas from the communities on how the Department could best address their concerns given that the worker and community transition budget for community transition is decreasing each year.

The final speaker in this session, Debby Swickow, is the Senior Policy Advisor on national labor/management issues for the Office of the Assistant Secretary for Environmental Management (EM). Ms. Swickow discussed strategies for communities and the Department to engage in regional partnerships that would take advantage of DOE program funding. Ms. Swickow noted that EM is prohibited from funding initiatives solely for economic development purposes. However, EM's re-industrialization initiatives that are mission related provide opportunities for the Department, site contractor, and the communities to work together. Ms. Swickow encouraged the audience to participate in projects that serve a dual benefit--benefitting EM's cleanup mission as well as economic development for the community. By engaging in dual benefit projects, funding assistance from EM may be available.

Questions and Answers

Q: How will contractors participate in regional partnerships? Will they be required by DOE to work with the communities, or is coordination with communities voluntary?

A: (King) The Community Reuse Organizations have matured and can perform the community transition activities that once may have been left to the site contractor. DOE must review what the appropriate role of the contractor should be.



A: (Baney) The Community Reuse Organizations have suggested that maybe the contractors could also have their subcontractors work with the CROs.

A: (Swichkow) This should work especially well if the award fee is used.

Q: If the contractor is not required to perform economic development, then how are they incentivized? Lacking specific requirements or evaluation criteria will result in the contractor not performing economic development.

A: (King) The Office of Worker and Community Transition will work with MA to address the need to clarify the contractor's role and DOE expectations for the contractor's involvement in regional partnerships.

Q: Will these regional partnership activities stated in the proposed rule be required?

A: (Mournighan) No, but the contractor is not prohibited from including these activities in their proposals.

A: (Baney) You should clarify the types of programs you want to be included and not just show the clause.

Q: The history of this issue; attempting to get contractor participation in economic development through the use of contract requirements, has not worked well for DOE. The requirements have not always been enforced, and now DOE is making them voluntary. Why not consider putting economic development provisions in the contracts and enforcing the activity rather than backing off and making them voluntary?

Q: As a small local business, I'm not getting the opportunity to work with the site's prime contractor; the site contractor is not interested in seeing our proposals.

Q: DOE Albuquerque is very dependent on communities, which are in turn reliant upon the Department. The elimination of economic development provisions in DOE contracts will have a negative impact on local businesses, and the field office's public relations with the communities will not benefit either.

Q: The idea behind DOE's economic development initiatives was to help communities diversify their economies. At Idaho, the act of investing in communities today will result in a dynamic economy in ten to twenty years.



- A: (King) The duplication of contractor economic development provisions and section 3161 community transition activities is causing conflict between the communities, DOE, and the contractors. Congress is trying to force DOE to perform economic development activities via section 3161, yet the contractors have historically had a key role in the communities' economic viability.
- Q: Environmental cleanup projects need skilled laborers. Apprenticeship programs can use EM funding to help support local training programs for several unions.**
- A: (Swichkow) A significant budget in EM exists for many training activities; DOE is looking to expand training to include union representation in deciding what training projects are supported and funded. One thing DOE is experimenting with is the JOBS bulletin board, which could provide a creative way to get the right people with the right skills in the right jobs.
- Q: Asset reuse, accessing and optimizing excess capacity are elements of technology transfer that should be considered by DOE as a focus for economic development; the strategies identified in the regional partnership guidance need to have clearly defined elements that include these technology transfer items.**
- A: (King) The guidance will contain clearly defined definitions of economic development terms.
- Q: I'd like to focus on the term "partnership" and the role of senior management in leading partnerships. Senior management is key where they serve on local boards, non-profits, and committees within local governments; this is how corporations work with communities.**
- Q: DOE is multi-headed; others in DOE are not supportive of the regional partnership initiative. What is to be done?**
- A: (King) Your skepticism is understandable; your comment and the great number of comments we're receiving today will help elevate this issue to higher levels in DOE.
- Q: Please consider modifying the economic development provisions in contract clauses rather than eliminating them. A greater effort should first be made to ensure these provisions are integrated with the fee award process prior to abandoning them.**
- Q: During Dr. King's presentation, reference was made of asset reuse to stimulate economic developments. What specific examples are there?**



- A: (King) Our asset management shop is headed by Dr. Jack Blanchard. An example would be the reuse of personal property such as the recycling of electronics at Oak Ridge.
- A: (Baney) DOE Hanford has been very cooperative with personal property transfers.
- Q: An under used mechanism to promote regional partnerships is optimizing the use of excess capacity through work-for-others programs.**
- Q: The Office of Worker and Community Transition published interim final guidance for community transition activities several years ago in the Federal Register. This guidance should be finalized, and the Community Reuse Organizations' role and responsibilities in the guidance should be clearly defined and established as opposed to the loose definitions that currently exist. At Oak Ridge, the CRO spent nothing on entrepreneurial activities from 1993-1999. DOE needs to establish clear performance expectations and measures of the CRO and support the community programs that deliver the most bang for the buck.**
- A: (King) The Office of Worker and Community Transition will review the guidance and consider whether it should be altered to reflect changes over the past few years.

1B. Post Contract Benefits/Ill Workers Compensation Initiative

Moderator: Terence Freese, Office of Worker and Community Transition

**Speakers: Stephanie Weakley, Office of Contract and Resource Management
Rebecca Smith, Office of Environment, Safety and Health
John Wayne Barton, United Steelworkers of America
Carol Wilson, Ohio Field Office
Len Martinez, Kaiser-Hill Company**

Terry Freese, Deputy Director, Office of Worker and Community Transition, DOE, opened the session by introducing the speakers and noting that the task addressed in this session was how to honor and manage post-contract benefit obligations at accelerated closure and other sites. He also noted that last year the Clinton-Gore Administration proposed a program that would provide benefits to victims of beryllium-related conditions throughout DOE and that, in April, the Secretary announced the Administration's intention to work with the Congress on a program that would expand coverage to other DOE workers with work-related illnesses. Legislation had been introduced which, if enacted, would expand the compensation program to include not only former DOE workers who are victims of



beryllium disease, but also those workers with chronic silicosis and radiation-related cancers. As part of this initiative, DOE has set up a Worker Advocacy Office to assist workers in obtaining information on benefits and assistance available now under existing compensation programs. This session was designed to provide a range of perspectives on the issue of post-contract benefits and to briefly describe and discuss the Office of Worker Advocacy and the status of the legislative initiative.

Stephanie Weakley, Team Leader, Office of Contract and Human Resource Management, DOE, began the session with a brief update on the recent DOE legislative initiative regarding an expanded compensation program for DOE workers. The DOE is very concerned with the administration of legacy benefits, i.e., those benefits DOE agreed to fund by contract, such as severance, displaced worker medical, etc., especially as we move to accelerate the closure at several sites (e.g., Mound Fernald, Rocky Flats) beginning in 2006. After 2006, there will be a need for a large fund available for payments on many of these benefits, but while calculating pension needs is easy, it is very difficult to calculate the funds needed for retired medical expenditures. At Rocky Flats alone, the DOE estimates a need of approximately \$1 billion; overall there is an estimated \$6.4 billion retired medical liability as the work force ages.

Ms. Weakley noted that the Contractor Human Resources Council is currently working on potential funding strategies to meet this important obligation. The policy is under review with the Secretary at the moment. One of the main problems with any strategy, however, is meeting the Employee Retirement Income Security Act (ERISA) need for a plan sponsor to administer the program. She believes that the best option would be for the Congress to allow the DOE to pre-fund the program, but recognizes that this would be a very difficult call for Congress to make.

The next speaker, Rebecca Smith, Special Assistant of the Assistant Secretary, Office of Environment, Safety and Health, DOE, provided further details on the Administration's Worker Compensation Initiative and the Office of Worker Advocacy (OWA). In 1999, the National Economic Council looked at who was at risk (for beryllium disease and radiation-related cancers) and found that workers with illnesses have trouble getting compensation and medical coverage. So, in April 2000, as noted above, the Administration proposed legislation that would provide compensation for workers with beryllium disease and radiation-related cancers, as well as ill workers at the Gaseous Diffusion Plants (where they were unwittingly exposed to plutonium), and created the OWA.

The OWA was designed to help workers obtain information about existing compensation programs (e.g., state, military, etc.) and to keep workers informed of other benefits if compensation legislation i



enacted (at the current time, individuals cannot file a claim since there is no legal way to pay them now). The OWA provides information on medical screening and maintains a hotline (877-447-9756), a web site (www.eh.doe.gov/benefits) and a database of anyone that has inquired about compensation. The key to the success of the OWA is the level of cooperation among the many stakeholders; DOE field offices, state workers compensations boards, contractors, and other agencies.

"Since April, other legislation has been put forth similar to the Administration's proposal. The Thompson-Bingaman amendment to the Defense Authorization bill is one example. This amendment establishes a federal compensation system for chronic beryllium disease, radiation-related cancers, and chronic silicosis. Illnesses caused by exposures to other toxic substances would be assisted into state workers compensation systems by OWA. The amendment also provides for the payment of a lump sum (\$200,000). The Department of Labor would process the federal compensation claims.

The next speaker, John Wayne Barton, Vice President, United Steelworkers of America, Local 8031, spoke about the issues contractor employees face when the plant closes (in this case, the Rocky Flats plant) from the worker's perspective. These issues include loss of health-care coverage, threat of shortened life expectancy, long latency period between exposure and illness, poor workman compensation coverage for illnesses that appears decades later, unequal treatment between contract and federal employees, and no job retraining efforts.

In very personal terms, Mr. Barton described many examples of how he and other fellow employees at Rocky Flats have been exposed unknowingly to large releases of radioactive, carcinogenic and hazardous chemicals during their production era. He described nitric acid spills cleaned up in half masks, respirators, and spills flowing like rivers down the aisles, often wiped up with paper towels--where operators were so contaminated that they had to strip down to walk into the decontamination showers to be scrubbed "cold." He noted that when working a "hot line," they were often forced to wait in the cafeteria for the radiation doses to cool down and dosimeter results that stated "no data available." Dosimetry readings were also often in pencil, with visible erasure marks.

He described plutonium fires, daily uranium fires with no air monitoring systems, asbestos cut daily by hand, overflowing trichloroethylene baths, and crushing defective beryllium parts that caused dust clouds. He noted that the doctors told them their symptoms were probably indicative of a cold; and how he personally was informed 12 years after the fact that he had received an inhalation of 2,800 mrem 12 years earlier.



He pointed out that health-care coverage for both the retirees and the work force goes away after the union contract expires (after 2006, when the plant is scheduled for closure) and that eighty four of his union members have been confirmed with chronic beryllium disease (CBD). He has 12 years to go before his symptoms appear and only 6 years of employment left. States like Colorado have poor pay-outs for workman's compensation, with a limited time to file a claim--so if he reported symptoms now from exposure that occurred over 2 years ago, he could not get benefits. They must have lifetime benefits to cover their illness.

According to Mr. Barton, this situation is much different for federal employees. Were he a federal employee, and sick, he could receive three times the wages that Colorado would pay him now, he could revive the same weekly pay he was entitled to as if he weren't sick, and could go to any doctor he chose. Further, he could receive \$200,000 in compensation for CBD or choose the option of wage replacement, medical insurance and survivors benefits. He believes this is unfair as most of the federal workers were not even on board during the cold war production era, yet they will be offered better benefits than those that were. The cold war workers earned the right for medical benefits, and they are now asking the DOE and the U.S. government to meet their needs.

The next speaker, Ms. Carol Wilson, spoke about site closure benefits from the perspective of a DOE field office working towards accelerated closure. She noted that now is the time to consider what to do with benefits plans upon a site closure (not at the time of closure). The list of items that need to be performed include: identifying all impacted plans and how site closure impacts those plans, identifying all functions that need to be continued on some basis, develop consideration, consider timing for the transition, make decisions and then take action. The list of benefit plans that could be affected include medical plans, dental plans, short-term disability plans, supplemental life plans, defined contribution plans, workers compensation plans, retiree medical, COBRA, life insurance, long-term disability, and others.

Ms. Wilson described some of the issues to consider and actions that need to be taken regarding several of the potentially-impacted plans. For the medical and dental plans, the issues to consider include how to handle run-out claims; how to deal with COBRA notifications; how to notify and administer displaced workers medical plans; as well as how to administer retiree-related plans and benefits. She noted the need to have some entity take sponsorship of the self-insured plans (e.g., COBRA, displaced worker medical benefits, etc.) as well as have some entity take over HMO contracts (or drop HMO coverages). Other actions include determining the appropriate processes and vehicles for funding and claims processing, as well as how to handle all other administrative concerns.



She then presented some suggestions for meeting these needs (while not endorsing any of the options). One option is to have a closure contractor that continues to hold vendor contracts and sponsorship of the plans. Another option is to have DOE sponsor the plans and outsource the administration. Still another option is to have DOE move the responsibility of the plans to another site contractor still in operation. And finally, DOE could contract with a company/vendor to handle all needed aspects of plan oversight. Other related suggestions for handling health/dental plans include implementing a DOE universal retiree medical plan that has supplemental Medicare and a separate prescription card plan; continue individual site plans until they are eligible for Medicare; or have DOE pay an appropriate and competitive fee for administration duties, administration costs, and reimburse claim costs. She reiterated that these are simply suggested options which need to be looked into.

Ms. Wilson offered options for addressing the needs of other types of plans. For retiree life, these options include buying annuities; having the contractor continue to administer the plans; have another site contractor administer the plans; contract with a third party to administer the plans; or have DOE administer the plans. For pension plans, the options might be to terminate the plans (selling assets for annuities for current and future benefits) or freezing the plan, which has its own set of issues to consider. All options have good and bad points, and must be considered to develop the appropriate course of action. Some of the overarching questions to address for each plan include the issue of timing, sponsorship, how to communicate with participants, and how to handle any transition periods.

The last speaker, Len Martinez, Vice President and Director of Administration & Chief Financial Officer, Kaiser-Hill Company, discussed the issue of post-closure benefits for Rocky Flats. Kaiser-Hill Company assumed the contract for operating Rocky Flats in 1995, with the mission, “make it safe, clean it up, close it down.” Kaiser-Hill signed a closure contract with the DOE effective February 1, 2000, to close the site by December 15, 2006. The anticipated cost of completing the work elements necessary to close the site is \$6.75 billion. There is a current work force of over 4,000 that will shrink to zero by the closure date.

Rocky Flats is currently funding 3,390 retired employees with pensions and medical benefits (2,120 salaried retirees and 1,270 hourly USWA and SPO retirees). By 2006, a projected 4,900 retirement-qualified employees will be eligible for pension and medical benefits. The pension plans guaranteed by ERISA are currently over-funded and are projected to be so whether through closure (for salaried employees) or shortly prior to closure (for hourly USWA employees). Kaiser-Hill actuaries have concluded that the current unfunded liability for medical insurance is over \$460 million through



approximately 2065. Employees are concerned about continuing insurance coverage and other post-closure benefit obligation (e.g., screening for beryllium, radiological and other hazardous materials).

Mr. Martinez noted that, while they believe that the DOE recognizes its responsibility for ongoing funding of the pension and medical plans, the strategy for implementation has yet to be developed. With this uncertainty about post-closure coverage, employee morale may suffer, as well as employee safety as they become more distracted about future liabilities. Obviously, providing pension, medical insurance, and other benefit obligations are a huge cost issue and fundamentally important to the workers. Rocky Flats and the other sites need clarification on who will take responsibility for the legitimate health concerns of employees who helped fight the Cold War.

Mr. Martinez listed several recommendations for action. First, name a specific person/office to be responsible for providing the path forward with a schedule for implementation by January 2001. Next, form a working group to include contractor and union representation to make a recommendation to Congress on closure issues. Set up a nationwide program or contract at an ongoing site to take overall responsibility for legacy issues at all closure sites; as sites close, legacy issues would transfer to one location complex-wide and all DOE legacy costs could be funded through one contract or DOE location.

Questions and Answers

Q: Most plans were put together in the mid-1990s, when funding was good. Has anyone looked at reducing retiree medical benefits?

A: (Stephanie Weakley) We are in the process of reviewing all termination liabilities (all plans) at the closure sites to assess our liabilities (for current and future retirees). One viable option is to have one contractor to be the responsible party and to take on plan sponsorships. It is extremely doubtful that DOE will be the plan sponsor--will need to find an entity other than DOE.

Q: Had originally heard that closure packages were to be negotiated - now I'm hearing something different. Don't forget that retirees are at all different levels.

A: (Stephanie Weakley) We are not looking for a universal decision or plan. We can have a single sponsor administering different (site specific) plans. We are not anticipating one DOE-



wide plan. (We are not the employer.) It will be difficult to change benefits. We are looking at ways to leverage dollars to meet the obligations.

Q: Does the retirement points system (Portsmouth) go with the new contractor (e.g., from 85 points to 65 years of age for retirement)?

A: (Terry Freese) No decision has been made yet on the future of Portsmouth. We are looking at all the issues--in a fact-finding mode.

Q: What standards will DOE set for contractors to make these benefits come about?

A: (Stephanie Weakley) Refer you to our website, where we have Order 350.1 (our policy on this issue). Attached is a contractor requirements document.

Q: What type of benefits will we have when we transfer to another plant after our plant closes?

A: (Stephanie Weakley) The plan will be transferred as-is (at the time of transfer). If any analysis suggests changes to the plan--that would have to be approved by DOE.

A: (Len Martinez) Recognize that the medical coverage is negotiated in the contract-benefits agreement. DOE must deal with bargaining units for plans that are transferred.

Q: Regarding the use of over-funded pension plans. Concerned that companies are allowed to use them to increase earnings, bonuses, etc. (executives do fine by this but workers do not). Be very careful with incentives to do this.

A: (Stephanie Weakley) We will absolutely look closely at any use of surplus pension funds.

A: (Len Martinez) Contracts are cost-reimbursable--surpluses cannot go to the firm's bottom line

Q: In the initial draft of the proposed legislation, there is little reference to what workers are affected – does it encompass security workers too?

A: (Rebecca Smith) Not sure. There is a set of definitions that defines this issues--will have to go back to look at the legislation.



Note: While other people were answering questions, Ms. Smith looked through the legislation and found the definition of an atomic weapons employee, which she read for the audience at the end of the Q&A period. That definition is:

The term "atomic weapons employee" means an individual employed by an atomic weapons employer during a time when the employer is processing or producing, for the use by the United States, material that emitted radiation and was used in the production of an atomic weapon, excluding uranium mining and milling.

Based on that definition and that of atomic weapons employer, it appears that the guards would be covered.

Q: What about retirees and dependants of retirees (regarding the proposed compensation legislation)?

A: (Rebecca Smith) Will have an outreach program at each site to send out notifications.

Q: Where do you go (for compensation) if the disease is 10 years down the road?

A: (Rebecca Smith) The whole point of the legislation is to remove any limitations (time constraints) from compensation. The issue is that if you worked at the site, you should get compensation.

Q: What about our families and children (regarding the proposed compensation legislation)?

A: The amendment is still not through conference yet. There is nothing in there on families and children at the moment, but we are aware of the issue. This may be something to bring up with your Congressman.

Keynote Speaker: T.J. Glauthier, Deputy Secretary, Department of Energy

Deputy Secretary Glauthier was introduced by Dr. King. He was sworn in on March 18, 1999, in the Clinton-Gore Administration as the Deputy Secretary and Chief Operating Officer (COO) of the Department of Energy. In that capacity, he directs the day-to-day management and policy development of the Department's over 110,000 federal and contractor employees and an \$18 billion annual budget.



In his COO role, Mr. Glauthier has broad oversight for policy development and program implementation across all four of the Department's major lines of business: Defense, Science, Energy and Environment. He is also responsible for the corporate offices, such as Policy, International Affairs, the Chief Financial Office, Procurement, and Personnel. Mr. Glauthier is taking the lead on management reforms in the Department, and placing special emphasis on follow-through of major programmatic and security initiatives.

Mr. Glauthier opened his remarks by recognizing the importance of the worker and community transition program, and how it is an area that really affects people's lives. He noted the difficulty in meeting all of the Department's stakeholders, and how the workshop provides him the advantage to gain the perspectives of workers, communities, and site contractors. Mr. Glauthier expressed frustration in how the focus on DOE is often on its problems, not on its recent accomplishments. He praised the efforts of DOE workers in their role on the Human Genome Project--innovative product design research such as new washing machine designs that reduce energy needs by 50 percent, and how DOE's Energy Star program has saved over \$6 billion through pollution prevention. Mr. Glauthier noted that worker health issues have been in the forefront this past year. Proposed legislation by Secretary Richardson would have the Administration take accountability for worker illnesses caused by DOE missions.

Mr. Glauthier discussed how the downsizing of DOE's work force over the last 7 years is now over. The restructuring program created over 22,000 jobs, held involuntary separations down to low levels, provided retraining and relocation assistance; in general, the worker and community transition program has been successful in dealing with the significant mission changes in the DOE complex. He noted that a great deal of credit should go to Dr. King, Terry Freese (Deputy Director of the Office), and the stakeholders in warding off funding reductions for the program in the past year. Mr. Glauthier opened the session for questions from the audience.

Questions and Answers

Q: What is the Department's position on announced closure of Portsmouth?

A: (All questions are to Mr. Glauthier.) We don't think the plant should be closed. We want USEC to keep their commitment to keep it open through 2002. The next step at the Piketon Plant should be to try to use the subterfuge technology.



Q: Would DOE take over Portsmouth themselves?

A: Only as a last option; taking over the plant is not very attractive to DOE. We want to look at other choices first, but do not have much time to act in 1 year.

Q: Assuming Portsmouth shuts down, there are no businesses in the area to pick up the work force layoffs next year.

A: That is correct; not many jobs will be created by the current initiatives. We need to continue to look for ways to mitigate the impact of potential layoffs.

Q: What is the status of the vitrification contract at Hanford? Are other RFPs being prepared to replace BNFL on the TWRs project?

A: Yes, DOE will restructure the TWRs contract since the current price tag is over twice the price BNFL originally quoted us with a 90 percent degree of certainty. DOE is committed to conducting a re-solicitation this winter. Keith Kline, the Field Office Manager at Hanford, is doing an excellent job in managing this project.

Q: Given USEC's performance so far; losing money, laying off 2,000 workers... does DOE still support Mr. Owendoff's (DOE-EM) privatization activities?

A: Yes, privatization is supported where firm cost estimates exist based upon appropriate design work. It doesn't make sense to make privatization decisions in all situations, nor should the decision be made prematurely, e.g., using estimates based upon design work that is only 13 percent completed.

Q: Provisions in the USEC contract allow DOE to terminate the contract if USEC violates certain conditions, or terminate the contract after 30 days. Has this option been considered?

A: DOE is looking closely at changing the executive agent from USEC to another party, or to multiple agents. DOE is reviewing its options with the White House, Department of Defense, Department of Commerce, and the Russian delegation.



- Q: If DOE's decision to terminate USEC's contract is expedited, then DOE could keep the Piketon Plant open and the workers could remain employed?**
- A:** The decision whether to terminate the USEC contract is a separate issue from the decision to keep the Piketon Plant open.
- Q: Since 1995, protective forces require a retirement program pension for guard forces.**
- A:** A task force is looking at the succession issues for protective forces. Various options are being considered to change the DOE order that addresses this issue on work force planning and management.
- Q: The critical skills retention efforts of DOE do not recognize protective forces as critical skills. We are disappointed by that, and are also disappointed that protective forces at Rocky Flats are at risk of losing their jobs, but are not getting support or consideration for relocation assistance and other services from DOE and the site contractor.**
- A:** Excellent point—The Office of Worker and Community Transition will look into your concerns.

GROUP DISCUSSIONS - CONCURRENT SESSION 2

2A. Work Force Restructuring Diversity Issues

Moderator: Tony Carter, Office of Worker and Community Transition

Speakers: Harold Busch, Department of Labor, Office of Federal Contract Compliance Programs

Pam DeRensis, Office of Environmental Management

Derrick Watchman, Office of Economic Impact and Diversity

Mr. Tony Carter, Special Assistant, Office of Worker and Community Transition, introduced the session topic and speakers. He also gave a brief overview of what was to be discussed. This session was to provide a better understanding of issues related to diversity and the necessity of a diverse work force. Discussion included legislative mandates and other regulations designed to protect the civil right



of all workers during a restructuring event, as well as the recent activities involving the native American Indian tribes in Northern New Mexico.

Mr. Carter expressed to the audience that productivity levels are enhanced when the work environment supports diversity. Diversity is not just the race, cultural background, or educational level of an individual. It encompasses a very broad spectrum. A commission (Glass Ceiling) tasked to examine the ramifications of diversity upon the earnings of companies found that the companies did better financially in the long run when they successfully instituted diversity actions. For example, profit margin went up in those companies that hired and promoted women and minorities in senior management jobs. The Lockheed Martin Co. is a good example of a firm which employs good diversity leveraging.

Mr. Derrick Watchman, Special Assistant and Chief of Staff, Office of Economic Impact and Diversity was asked 2 years ago by Secretary Richardson to come to the Department to be his Advisor on Native American issues. Mr. Watchman is a member of the Navajo tribe.

Mr. Watchman spoke briefly about the organizational makeup and responsibilities of the Office of Economic Impact and Diversity (ED). ED was established in 1993 to work with all Departmental elements to develop and monitor the implementation of diversity policies and regulations. This Office mandated by various legislation and Executive Orders to advise the Secretary of Energy on the impacts of energy policies, programs, regulations, and other Departmental actions on under-represented communities, minority educational institutions, and small and women-owned business enterprises. It is comprised of the following:

Office of Civil Rights and Diversity

This Office enforces the Department's affirmative employment programs by assuring equal opportunity for all employees and applicants; identifying and eliminating barriers to employment both physical and non-physical; developing, monitoring and implementing an equal employment opportunity (EEO) counseling, complaints, and investigations programs and leading diversity strategies for the Department. It also:

- processes employee discrimination complaints;
- conducts Special Emphasis Program events (e.g., Asian Pacific/Islander Heritage Month, American Indian Heritage Month, Black History Month, etc.);



- reviews federal financial assistance awards;
- reports progress to the Secretary of Energy on diversity in the work force by providing quarterly statistics; and
- is the EEO/Diversity program office for Headquarters and the agency-wide EEO Diversity policy office.

Office of Employee Concerns

This Office was created 4 years ago by then-Secretary O’Leary as part of the Department’s whistleblower reform initiatives, to streamline and improve the effectiveness of existing processes for resolving employee concerns. It also:

- heads up the Racial Profiling Task Force;
- chairs the implementation team on items that arose from the recent EEO stand-down conducted April 2000;
- provides a focal point for employees to raise issues associated with potential fraud and abuse and environment, safety or health conditions of DOE and its contractors;
- incorporates alternative dispute resolution processes to facilitate the resolution of these issues in a full, fair, and timely manner.

Office of Minority Economic Impact

This Office advises the Secretary about the effects of energy policies, regulations, and other Departmental actions on minorities, minority educational institutions, and minority business enterprise and communities. It also:

- coordinates minority groups with some 200-plus programs at DOE;
- oversees environmental justice programs;



- provides financial assistance through the Minority Banking Program (assets currently over \$250 million);
- conducts socioeconomic research and analysis to determine the effects of national energy programs, policies, and regulations on minorities and minority communities; and
- provides management and technical assistance to minority business enterprises, minority educational institutions, and minority communities.

Office of the Ombudsperson

The Ombudsperson (currently Dr. Jeremy Wu) serves as the Secretary's representative as a confidential, neutral, and impartial source of assistance to employees, supervisors, and managers regarding issues perceived to interfere with work, productivity, or morale. The Ombudsperson also:

- monitors and reviews diversity management issues;
- initiated an agency-wide equal employment and diversity stand-down in April 2000 to help showcase equal employment opportunity procedures, principles and staff such that everyone would be made aware of the resources available and the importance of diversity management; and
- provides data on minority hiring, and reviews diversity protections and practices.

Office of Small and Disadvantaged Business Utilization

This Office manages the Department-wide Small Business Program and directs activities for the Department that facilitate and encourage small business set asides, 8(a) procurement, utilization of women-owned small businesses, and subcontracting to small business and small disadvantaged businesses. It also:

- develops strategies to meet Congressional mandates;



- provides oversight to ensure equitable portions of the total contracts and subcontracts for the Department's services and supplies are procured with small, disadvantaged, and woman-owned businesses;
- provides a forum for small businesses to market their capabilities; and
- makes sure that more small businesses are doing work with the Department.

Lastly, Mr. Watchman alluded to a new type of initiative (an activity comparable to let's say American Indian 101) that would provide an basic education on various aspects of the American Indian culture. This initiative would discuss such things as American Indian country, tribal land, tribal sovereignty. They have been working on this for about a year now. The Energy Information Administration (within the DOE) has compiled some tribal statistics which show that electricity rates are generally higher for the tribal communities, and that 38 percent of the households are without electricity.

The next speaker was Ms. Pam DeRensis, Public Participation Specialist, Office of Environmental Management. Ms. DeRensis is currently detailed to the Office of Worker and Community Transition (the Office) to assist with American Indian outreach activities.

Ms. DeRensis has been in the Federal Government for 15 years, and came to DOE from the U.S. Department of Labor where she also worked with a Native American Employment and Training Program.

Ms. DeRensis spoke briefly about two new American Indian Initiatives in the Office. The first one is the development of a community reuse organization (CRO) with the Eight Northern Indian Pueblos (ENIPC Inc.). The ENIPC is a non-profit organization formed to provide community based services in the areas of economic development, community services, social services, employment, and training within the northern Pueblos of New Mexico. Ms. DeRensis also thanked Mr. Watchman and Dr. King for their efforts in helping to make this a reality. The eight Pueblos which comprise the ENIPC are: Nambe, Picuris, Pojoaque, San Ildefonso, San Juan, Santa Clara, Taos, and Tesque. These Pueblos are geographically located north of Santa Fe, New Mexico and have a population of about 8,000.

The second American Indian Initiative is the development of a video depicting American Indian economic development activities that tribes in New Mexico affected by DOE's contractor work force restructuring activities can utilize as a marketing tool to attract new business/job opportunities for their members. Some of the economic development activities being showcased include: casinos, hotels, golf courses, petroleum refining, telephone cell towers, and tourism.

The final speaker was Mr. Harold Busch, Director of the Division of Program Operations at the Department of Labor (DOL). Mr. Busch has been in the Federal Government for more than 25 years,



with some 22 years having been spent at different locales outside of Washington, D.C. He is also a lecturer, teacher, and human resources advisor.

Mr. Busch explained that there is a common commitment between the DOE and DOL to ensure that equal employment opportunities are not stymied. The Office of Federal Contract Compliance Programs (OFCCP) enforces Executive Order 11246, as amended; section 503 of the Rehabilitation Act of 1973, as amended; and the affirmative action provisions (section 4212) of the Vietnam Era Veterans' Readjustment Assistance Act, as amended. Taken together, these laws ban discrimination and require federal contractors (and subcontractors) to take affirmative action to ensure that all individuals have an equal opportunity for employment, without regard to race, color, religion, sex, national origin, disability, or status as a Vietnam era veteran or special disabled veteran. Affirmative action program goals are to be used as a tool to aid in breaking down barriers to equal employment opportunity for women and minorities without impinging upon the rights and expectations of other members of the work force.

The OFCCP has a very expansive reach. Its jurisdiction covers about 26 million workers, or nearly 22 percent of the total civilian work force. The OFCCP requires a contractor, as a condition of having a federal contract, to conduct a self-analysis for the purpose of discovering any barriers to equal employment opportunity.

It also investigates complaints of discrimination. In FY 1999 alone, 3,833 compliance reviews were conducted. Many dollars have been awarded due to discriminatory practices. Since 1994, the OFCCP has recovered more than \$217 million in total financial settlements for victims of discrimination. Recent examples of company violations and amounts of settlement include:

- Boeing, Discrimination (Race & Sex), Pay Disparities, \$4.5 million;
- Texaco, Discrimination (Gender), \$3.1 million;
- Kohler, Discrimination (Gender), \$900,000;
- Duke Energy, Discrimination (Race & Gender), \$770,000;
- Waste Management Inc., Discrimination (Race & Gender), Hiring Practices, \$756,680; and
- Computer Science Corp., Discrimination (Race & Gender), Pay Disparities, \$734,000.

The OFCCP's top 10 reasons as to why employers get into trouble include:



- lack of commitment at the top;
- lack of EEO/Affirmative Action accountability at the top;
- failure to conduct necessary self audit (including impact analyses) in sufficient depth;
- absence of consistent personnel policies/guidelines;
- lack of necessary monitoring systems concerning personnel actions taken by supervisors;
- lack of pro-active efforts in recruitment;
- faulty application procedures;
- lack of adequate EEO/Sexual Harassment Program;
- failure to seek technical assistance from OFCCP in developing Affirmation Action Program; and
- lack of understanding of the concept of reasonable accommodation for individuals with disabilities.

It is also important to give public recognition to those companies which have demonstrated a positive willingness to promote equal opportunity and affirmative action initiatives, and have sustained success through attaining extraordinary achievements. This recognition is provided through the DOL Secretary's Opportunity 2000 (DOLSO2000) Award, Exemplary Voluntary Efforts (EVE) Award, and Exemplary Public Interest Contribution (EPIC) Award. The DOLSO2000 and EVE Awards are presented to those federal contractors who have made extraordinary achievements in affirmative action and equal employment opportunity programs. The EPIC Award recognizes those nonprofit organizations which have successfully assisted in the training and placement of minorities and women.

Mr. Busch closed by saying that gains in civil rights are gotten slowly, and that it was a personal responsibility as well as law to make continued improvements. It is vital to have that different perspective which is gotten from diversity. It is in business' interest and in America's interest.

Questions and Answers

Q: Could you discuss the trends in future employment?



A: (Busch) There will be more women and minorities in the work force. The biggest challenge will be the lack of qualified workers. There will be 650,000 technical jobs available in the next year and a half. Need emphasis on ethnicity and racial groups. There will be a shift to female managers. Also, a big challenge will be how to manage people from a distance. For example, the Director of Human Resources at a Reston, Virginia- based company lives in Salt Lake City, Utah. Leadership is the answer. When an individual works for you, his/her family does--it is more than just the 8 hours. We need to place more focus on the human element.

Q: What's the Department of Energy doing in regards to employees with disabilities? While at the Savannah River Site, the head of the Office of Economic Impact and Diversity, Mr. James Lewis, said this issue was being examined by a task force. Are contractors part of this task force?

A: (Watchman) The Task Force on Disabilities, within the Office of Civil Rights, will start this fall. They will try to get initial statistics from the Equal Employment Opportunity Commission. And yes, contractors will be part of this task force.

Q: If their casino is doing so well, why is there no electricity on the Taos Reservation?

A: (DeRensis) The Taos Reservation is a National Landmark, and they wish to keep it that way.

Q: You had mentioned a training opportunity that would be providing valuable information regarding the American Indian tribes, and their tribal government activities. You suggested that this initiative could be considered something like American Indian 101 training. Will it be computer software, and when will this become available?

A: (Watchman) After the Department finishes its discussions with the many American Indian tribes, and keep in mind that each tribe is different, we hope to have this incorporated into an easily accessible format. Right now, it looks like it will be another 6-9 months before we're finished. We will also try to link to some American Indian web sites.

A: (DeRensis) A handbook has been prepared by the Office of Environmental Management which discusses issues like working with the tribal governments. It should be available by August.

Q: I'm a union steward and would like to know if there are any diversity programs established for issues concerning Christians, gays, lesbians, and workers with disabilities?



- A: (Watchman) Yes. The Office of Civil Rights is always conducting various special emphasis events to highlight attention to members of these many groups. A program was recently held which discussed various issues facing the gay and lesbian communities. There is something highlighted every month. Last month, for example, was Asian/Pacific Islander Heritage Month.

Also, there are workshops conducted at Headquarters (Forrestal and Germantown) with TV links to the field. For workers with disabilities, we have programs which look at ergonomics at the work place as well as easy access.

2B. Work Force Portability

Moderator: Terence Freese, Office of Worker and Community Transition

Speakers: Walter Howes, Contract Reform and Privatization Project Office
Michael Cleghorn, National Council of Security Inspectors
John Brock, Bechtel Jacobs Company
Tom Roosa, Bechtel Jacobs Company

Terry Freese opened the session by introducing the speakers, and by stating that the Department is increasingly looking at ways to balance the needs of the Department with the needs of workers given our changing environment. As the Department moves from its traditional management and operating contracting approach to increased emphasis on integration of tasks through subcontracting, while assuring the availability of skilled workers and providing ongoing employment opportunities at DOE sites, is an increasing challenge.

The first speaker was Walter Howes, Director of the Contract Reform and Privatization Project Office. He began by talking about the corporate activity of DOE contractors. There have been many mergers and acquisitions, bankruptcies and a decrease in profits, all of which have an impact on DOE contracts and contractor employee benefits. There are complex needs in the Department and DOE must strive to bring about a more stable, robust path forward. There is a move towards performance-based contracts which measure and reward what is important. The Contract Reform and Privatization Project Office is doing a study on "price contracting." The extreme in performance-based contracts are fixed-price contracts. The Department does not have many opportunities to do fixed-price contracts for big projects. Besides, large projects are best funded in total instead of year by year. There is a push forward on performance-based contracts, but not to the extreme of fixed price.



Mr. Howes stated that the Department has wanted to get local involvement in contracts, and do a better job of contracting for a specific skill while assuming contractors will be good corporate citizens. We need to find out how to get the best results without having unrealistic expectations. Contracting can be thought of as a three-legged stool: Project Management, Contract Management, and Financial Management. Bringing together world-class project management and world-class contract management will bring about the best results.

The next speaker was Michael Cleghorn, the President of National Council of Security Inspectors (NCSI) who talked about portability of security personnel. The NCSI brings together security personnel to focus on various relevant issues. In the early 1990s, the NCSI proposed a standard ProForce pension to standardize pensions across the complex to eliminate problems associated with individual contractor pensions. Standardization did not happen. Then when the downsizing began, many of the concerns came to light. It was discovered that pension time/vesting did not transfer; seniority did not transfer; starting salaries did not take prior services into account; Q-clearances did not transfer; there were PAP and PSAP issues; and there was a lack of standardized training. The current status is that there are over 3,000 protected force. The security force is getting older, with an average age of 42 with 10-12 years of tenure. Younger people do not want to stay in an uncertain environment. Although there is guidance coming down from DOE on pension portability, it is disappointing that DOE can not mandate pension standardization/portability. The NCSI met last year and developed a task force to look at these issues--now site-to-site transfers do not require as much training.

Mr. Cleghorn reported that time and service for medical coverage is also not portable. People do not want to transfer across the country without this portability. In response to the Chiles Commission Response to Congress, the security guards were disappointed that security was not considered as a critical skill.

Mr. Tom Roosa, Human Resources Operations Manager at Bechtel Jacobs Company, Oak Ridge, spoke next. He started by saying that Bechtel Jacobs is the management and integrating (M&I) contractor at Oak Ridge, and they subcontract various scopes of work on fixed-price contracts.

Work force transition for subcontractors require that the incumbent work force is grandfathered in with service credits for vacation, pension and severance eligibility; the company must maintain positive employee/labor relations; employees are given the right-of-first refusal; and there is substantially equivalent pay and benefits (SEPB). In preparation for subcontracting, they replicated predecessor contractor pension and 401(k) plans with provisions for multi- and multiple-employer participation;



negotiated nearly identical multiple employer health and welfare plans; developed a multi-function work force transition team; and developed a procedure governing the organization interfaces and transition process. The processes and tools used in the transition were extensive communications with employees and the subcontracting community. There was an ongoing requirement to manage staffing plans and cooperate in the placement of impacted workers, preapproval of the SEPB, mandatory review of work force transition requirements during conditional award phase before interactions with employees, required interviews with directly-supporting incumbent employees, posting of remaining open positions to “at large” employee population, staffing plan database to track positions and employees transitioned. It worked best when they communicated openly and honestly at the earliest possible time.

As of April 2000, there have been 5 labor agreements negotiated, 32 subcontracts awarded, 42 subcontract companies, 891 employees transitioned, and \$13.5 million in subcontractor payroll processed. The lessons learned include: communicate, communicate, communicate--do it early, listen to people, have focus groups and round-table discussions; human resources and labor relations must be equal partners on the team--they both need to be willing to make it happen; it is very difficult and costly for companies to build or buy substantially-equivalent health and welfare benefits; it is difficult for companies to match payroll systems with exotic pay practices and rules required by union contracts; and flexibility and creativity are musts.

Mr. John Brock, the Manager of Labor Relations at Bechtel Jacobs provided the labor perspective of the transition at Oak Ridge. The transition goals were to provide a smooth transition of the bargaining-unit work force to Bechtel Jacobs Company with no disruption of critical missions; amend the existing collective-bargaining agreement; transition from Bechtel Jacobs to seven subcontractors, all while maintaining positive labor-management relations. The challenge at Y-12 and ORNL was to assure that workers move between different subcontractors at a given site without loss of seniority, company service credit, pension, or health-care benefits. They needed to recognize and avoid operational problems with the existing M&O contractors; address the concerns and issues of the union (ATLC and PACE), seniority being a big concern; and develop a subcontracting plan that provided for movement back and forth. The solution for Y-12 and ORNL was to develop a 3-party agreement between the incumbent contractors (UT-Battelle and LMES), Bechtel Jacobs, and the ATLC which would provide for site-wide recognition of seniority, amendment of the existing agreement between LMES, UT-Battelle, the ATLC to provide for subcontracting, and have a bump-back understanding between Bechtel Jacobs, UT-Battelle, and LMES. The solution at ETTP was to transition all bargaining-unit workers to subcontractors, negotiate an addendum to the existing agreement which addresses the flow of workers to subcontractors, protect seniority, and develop a subcontracting plan. Seniority was



protected within subs and between subs. The key word is communication. Working with the unions was the most important strategy.

Questions and Answers

Q: (To Mike Cleghorn) What is the “20 and out” provision that you referred to?

A. (Mike Cleghorn) The Taft-Hartley Act at Nevada provides retirement at 20 years of service. The NCI wanted to get this across the complex but it was too costly.

(Terry Freese) Having the working group come up with one national solution is very difficult to do.

Q: What kind of portability will the protective forces have at the closure sites? Will preference-in-hiring of the protective force to other jobs on site be applicable so people don’t have to relocate?

A. (Terry Freese) We are looking at all options, and hope we can work something out.

Statement: This happens at Mound, and it is a solution that was worked out between the unions. But they have a site-wide pension.

Statement: Protective Force pension has portability across sites but won’t have portability to go to another job on-site.

Q: The statement was made that DOE is not the employer. What about a one-payer system with benefits that are standard across all sites. Why not have one system in the long-term. Is this possible?

A. (Terry Freese) That is an interesting concept. There would have to be tremendous grandfathering issues. Contractor benefit packages are very diverse. Defense Programs (DP) looked at this with the NWIC concept that would pull all the DP sites together. It was looking at 10-15 percent of the work force that needed portability. Now more people are mobile.



(Walter Howes) This is appealing--one standardized plan would be easier to manage. The middle ground compromise might be a credit-trading system. An extreme option would be similar to DOD shipyards that are primarily run by federal civilian employees.

Statement: In regards to managing critical skills, if you stabilize the system, you will stabilize the critical skills.

Statement: There are two issues that need to be addressed intra-site portability and inter-site portability.

PLENARY SESSIONS

Lessons Learned in Creating a Stakeholder Alliance

Speakers: Chris Hill, Oak Ridge Operations Office
Mike Church, Paper, Allied Industrial, Chemical, Energy Workers International (PACE)
Jesse Fouse, Paper, Allied Industrial, Chemical, Energy Workers International (PACE)
John Brock, Manager, Bechtel Jacobs Company
Sandy Davis, Bechtel Jacobs Company
Lori McCartney, Bechtel Jacobs Company

The panel focused on the mechanism established to assist in maintaining positive labor-management relations in times of monumental change for all parties (government, union, prime contractor, and subcontractors) concerned. The discussion covered a brief overview of why the method of mission accomplishment was changed (M&O to M&I) and the work force transition and labor relations challenges that decision created. The session focused on how that challenge is being met in the “labor arena” via the establishment of the “Alliance,” and provides lessons learned from the process.

Mr. Chris Hill provided background information on the Oak Ridge M&I contract. He described how the contract covers five sites for the Oak Ridge Office; Y-12, ORNL, Portsmouth, Paducah, and ETTP (East Tennessee Technology Park, formerly K-25). The M&I contract was devised as part of a contract reform initiative with the overall objective to reinvent a government that works better/costs less. It was envisioned that contract reform would accomplish that objective through:



- well-defined, result oriented performance criteria;
- competition vs. extending longstanding contracts;
- definitive work scopes, and;
- increased use of fixed-price contracts.

Mr. Hill described how the new M&I contractor, Bechtel-Jacobs, needed to work with multiple unions among several sites, which makes for complicated labor management activities. Previously, under the Lockheed Martin Energy Systems M&O contract, there was little subcontracting of work. Now, under the Bechtel Jacobs M&I contract, there is a great deal of subcontracting out work. This upward shift in the level of subcontracting made it challenging to remain fair to current employees and maintain a stable work environment. M&O to M&I work force transition objectives included: an orderly transition to M&I approach; fairness to current employees; a stable, productive, and flexible work force to support subcontracting strategy; and a minimum cost of transition and impact to programs. Mr. Hill noted that the key was to draft a Request for Proposals (RFP) for the M&I contract that solicited comments from stakeholders including union feedback that resulted in material changes to the final RFP. Under the terms of the contract, the contractor is expected to maintain positive labor management relations. The RFP's work force transition requirements included:

- Ⓒ On April 1, 1998, all non-management LMES EM/EF employees become employees of Bechtel Jacobs Company LLC;
- Ⓒ Contractor expected to give consideration in hiring displaced management personnel;
- Ⓒ Transitioned employees have "right-to-first-refusal;"
- Ⓒ Transitioned employees received substantially equivalent pay and benefits;
- Ⓒ Multiple Employer Pension Plan established;
- Ⓒ Severance pay protection is maintained for involuntary terminations;
- Ⓒ Contractor is authorized to conduct reduction-in-force based on needs/skills; and



- Ⓒ Contractor is expected to maintain positive labor management relations; recognizing existing bargaining agents.

The next speaker from the panel was Ms. Sandy Davis, Labor Relations Specialist, Bechtel Jacobs Company (BJC). Ms. Davis discussed the significant change in union membership at Oak Ridge sites--down from 3,000 employees in the 1980s to 600 current employees. Ms. Davis described how Bechtel Jacobs approached the daunting task of dealing with PACE under the new M&I contract arrangement by bringing in the “Alliance” concept. She noted that the “Alliance” concept was considered to be very impressive because of its open relationship with the unions.

Mr. John Brock, Bechtel Jacobs Labor Relations Manager, added that it took a long time to move from “bargaining” with unions to actually working together. Mr. Brock noted that it is important to be open to ideas, even when they did not seem new in order to allow change to occur.

Mr. Mike Church, from PACE, described “must-haves” for a union “Alliance” as follows:

- Ⓒ Participation is voluntary;
- Ⓒ Union appoints its members;
- Ⓒ No contractual items will be addressed;
- Ⓒ Labor Relations Representative will attend all meetings;
- Ⓒ Minutes will be provided and reviewed/approved by all members; and
- Ⓒ 60-day withdrawal period to work out issues, if needed, by either party.

In addition, the principles guiding the formation of the Alliance were written into the contract as an Addendum as follows:

“...the parties (to the Addendum) agree to work through the Alliance to achieve a coordinated effort to identify and implement joint labor-management initiatives to assist in carrying out the goals associated with Bechtel Jacobs Company’s contract with the Department of Energy.”



Mr. Jesse Fouse, from Pace, described how the Alliance learned that they all (BJC, unions, subcontractors) are in this M&I boat together and sink or swim together. They learned that respect, compromise, and listening or “giving every person their day in court” paved the way for trust. Mr. Church described how the Alliance learned that the meetings they had helped create had an atmosphere conducive to open dialog. They also learned that “process” and paying attention to group dynamics should always be part of effective planning and implementation.

Ms. Lori McCartney, from Bechtel Jacobs, described the process by which the Alliance created a mission statement. The Alliance used a private-voting facilitation tool to help the group reach consensus on the statement wording. The ETTP Labor/Management Alliance reads as follows:

- The mission of the Alliance is to develop and sustain an environment that promotes work health and safety, and facilitates the transition of Bechtel Jacobs Company LLC valued employees to subcontractors, and to establish a viable work force, by creating future employment opportunities.
- It is the intent of this Alliance to create a culture that will foster trust and respect for each other through open participation in consensus decision making, while meeting the joint Bechtel Jacobs and PACE objectives.
- To meet this end, we are committed to facilitate these opportunities through the establishment of guiding principles that incorporate the Alliance participants’ expectations, values, and commitment to work together as partners to develop and lead joint Labor/Management initiatives.

Seven subcontractors were brought into the Alliance. They understood the principles and mission statement and agreed to abide by them. The panelists noted that labor agreements are often not read by the principal representatives of the organizations. These representatives should know what the term and conditions of the labor agreement are in order to lead their respective organizations in the Alliance. The panelists noted that clear understanding of the Alliance principles is especially important because the M&I fixed-price subcontracting is a new way of doing business. The Alliance principles are:

- Ⓒ Seek to understand other points of view;
- Ⓒ Seek to establish a partnership and involve the work force;



- C Seek to ensure that good sound decisions are made;
- C Seek to complete a job and actions when promised; and
- C Seek to maintain integrity and the alliance partnership.

Finally, the Alliance provides a forum for grievances to be discussed prior to formal labor standards counsel review. The panelists observed that people tend to resist that which is forced upon them, and that the Alliance provided a venue for people to get used to ideas. One mechanism subgroup takes controversial issues and brings back a recommended course of action to the Alliance. Lessons learned by the panelists included the following insights:

- Group dynamics change from time to time--lost momentum at some stages due to frustrations of work force transition, but this was normal;
- Resolving conflict is rarely about who is right. It is about acknowledgment and appreciation of differences;
- Embracing change was consciously choosing our future; and
- People tend to support that which they help create.

The Alliance's next key "port of call" will be sailing smoothly through the contract negotiations of October 2001.

Questions and Answers

Q: How do fixed-price subcontracts effect 2001 negotiations?

A: Fixed-price will be adjusted based upon the negotiated wage rates.

Q: The grievance process appears to be awkward.



A: If subcontractor has no control over grievance, Bechtel-Jacobs evaluates the issue and seeks resolution. The Alliance is not designed to process grievances, but serves to keep grievances from occurring in the first place.

Q: What happens when subcontracts comes up for re-competition? How will the subcontractors compete against each other?

A: We're not addressing this issue yet. The first re-competition will be 3 years from now, plus potential extensions will also attempt to sequence tasks so employees can work for one or another subcontractor.

Q: Is M&I or M&O contracting the best way to get clean-up done?

A: Not there yet. We've split up separate work areas, jury is still out. The M&I contract is more customer-service oriented, because of the fixed-price incentives.

Closing Remarks

Speaker: Dr. Gary King

Director, Office of Worker and Community Transition, DOE

Dr. Gary King began by thanking everyone for their attendance at this Workshop and was appreciative that so many were able to participate. He felt that many important issues had been raised, and discussions at many of the sessions proved to be very animated. He continued by saying that this type of engagement provided a marvelous avenue for the sharing of ideas, as well as the capturing of diverse opinions.

He then opened the floor to questions.

Questions and Answers

Q: As a union representative and employee affected by possible layoffs within the next 6 months to 1 year, let me say that this Workshop has been very beneficial. I've gotten lots of useful information, and was able to get a good picture of the activities at other sites. How often will these workshops be held, and will they always be in Washington, D.C.?



A: (King) For this year, no more are planned for Washington, D.C. This particular type of Workshop, which focuses on many broad areas and our entire complex, has been held annually--sometimes in Washington, D.C.-- but often at other regionally-convenient location. Tight budget concerns will also influence future specific regional locations. I should also mention that very good information was provided regarding the gaseous diffusion plants. We held a Workshop in Cincinnati this past March (2000) to discuss worker and community transition issues for the Greater Ohio River Valley area which would be impacted by the activities of the gaseous diffusion plants at Paducah and Portsmouth. With Portsmouth due to close soon, we hope to go back there, maybe later this fall, to concentrate on their concerns regarding impact the work force and community. We will also try to make information more accessible electronically via our web site.

Q: The issue of contract restructuring related to economic development activities. What is the path forward and do you know the time table?

A: (King) We can't predict the exact time frame because we are working within the federal system. A proposed rule by the Department regarding a Good Neighbor Policy was issued for comments this past spring. We later received feedback from communities saying that they would have liked to have had some input before this proposed rule was placed into Federal Register. The Office of Worker and Community Transition is working with communities to provide discussion and updates (points of view) to the Good Neighbor Policy. We hope to develop a guide later this year delineating exactly what is meant by the Good Neighbor Policy. Prior to the issuance of this policy, DOE did not have a specific policy with regard to economic development clauses in contracts.

Q: There seems to have been a disconnect on the award fee provision in contracts regarding economic development.

Q: DOE needs a clear policy on how it deals with local governments, and elected officials, on specific activities as well as their timing. This needs to be filtered down to the sites. These activities should also include the work being done by the Office of Worker and Community Transition and other program offices like Environmental Management. We need better communication. This seems to be more ad hoc than regular.



A: (King) You've made a good point. Let me say that the action items from this Workshop will be developed next week and then acted upon. We will state what we do, and explain how we do it. We will be more definitive.

Q: In transitioning highly-skilled, highly-trained, or highly-educated workers how do you persuade them to stay on board and accept another job which will pay them less? Don't you believe that it would be more prudent to fund the relocation of these employees to another site where presumably the better jobs are located?

A: (King) Yes. We do have relocation assistance and training assistance funds. But many highly-skilled and trained workers don't really want to relocate. We need to vigorously encourage and actively assist communities in helping to create the type of jobs that do require their skills and pay accordingly.

A: (Freese) We need to better understand what type of job creation is most appropriate for a particular work force. There is a lack of precision in defining a replacement job. The community reuse organizations are trying to focus on work force skills, and then actively market these skills to help create more appropriate employment opportunities.

Q: Critically-skilled workers appear to be only defined as those with a high level of education. How about some focus on the security area and including this type of expertise as a critical skill?

A: (King) You are not alone. Many folks have been asking, "What defines a critical skill?" We will convey this to Bob DeGrasse who is the Principal Assistant Deputy Administrator in the newly-formed National Nuclear Security Administration..

Q: The Department has seemed to be ignoring section 3161 types of workers. There appears to be a continued loss in funding.

A: (King) With regard to the hiring preference accorded to workers under section 3161, we have heard concerns from several areas. The Office of Worker and Community Transition intends to be more aggressive in the oversight of the section 3161 compliance. Loss of funding seems to be related to the decrease in number of separated workers in recent years. We will continue to work to obtain funding to support a successful program.



WEDNESDAY, JUNE 28, 2000

PLENARY SESSION

Opening Remarks

Speaker: Dr. Gary King

Director, Office of Worker and Community Transition

Dr. Gary King opened the meeting by expressing his satisfaction with the prior day's question and answer sessions. He stated that he felt the sessions afforded stakeholders with an opportunity to voice concerns and gain understanding and clarity on important issues. Dr. King then detailed the schedule of sessions for the day. He explained that the opening plenary session was designed to inform stakeholders of the various considerations that occur within DOE throughout the process of real and personal property disposition. The session would also focus on the application of federal property and financial management policies which have a bearing on the disposition process. Dr. King then highlighted the topics of the afternoon break-out sessions before stating that the purpose of the final plenary session would be to receive comments on the Workshop and to identify action items for the Office of Worker and Community Transition to address. Dr. King then introduced and thanked his staff for facilitating the Workshop and for providing quality support throughout the year. Finally, Dr. King introduced Dr. Jack Blanchard, moderator of the opening plenary session.

Headquarters and Field Coordination

Moderator: Dr. Jack Blanchard, Office of Worker and Community Transition

Speakers: **Stephen Michelsen, Office of Contract and Resource Management**
Dave Hepner, Savannah River Operations Office
Frank Gregory, Albuquerque Operations Office
Patrick Noone, Office of Environmental Management
Deborah Dawson, Office of Chief Financial Officer

Dr. Jack Blanchard opened the plenary session by explaining that its purpose would be to discuss the disposition of real and personal properties for economic development and the role of Headquarters and field offices in the process. Dr. Blanchard introduced the session's speakers, explaining that they run the gamut of those responsible for the transfer of property within the Department.



Online Auction Sales

Mr. Steve Michelsen, Director of the Office of Contract and Resource Management, began with a discussion of DOE online auction sales. Mr. Michelsen first addressed the Savannah River Site internet sales status. He explained that posting to internet auction sites began in February 2000. Two primary sites were selected for the pilot project--Bid4Assets.com and Tradeout.com. Mr. Michelsen explained that since April 1, 2000, 100 percent of everything posted on the internet was sold for the price of what it would have been sold for locally. Mr. Michelsen detailed various examples of improved sales results. Four and a half tons of nickel pellets were sold over the internet. DOE purchased the nickel for \$234 per pound and sold it for \$432 per pound. All of the items posted and sold over the internet have been generating a 12 to 15 percent return on investment for the Department.

Mr. Michelsen revealed that significant lessons have been learned through DOE online auction sales. The Department found that, with sale preparation, there is less physical activity required to prepare items for sale. Further, sale preparation required a dedicated point of contact. Through the process, the Department has also found that the audience has grown from regional to worldwide. Previously, the audience has primarily consisted of brokers. The new audience includes end users and specialty buyers. Of course, the Department has experienced a loss of some previous audience members, namely non-computer users. The Department has also found that items previously considered as scrap may bring higher returns and that commercial items require minimal effort for sale. Finally, the Department has learned that a dual list may require additional efforts or controls.

The Department has conducted an in-depth analysis of the online sales and has found that there is a need to select the right service provider for the commodity offered. DOE has further found that certain items may be better sold locally, as it is difficult to ship some items and certain items have high shipping costs. Mr. Michelsen assured the audience that DOE is conducting all appropriate reviews necessary for sale of commodities, including reviews of high-risk and DOT-hazardous materials. Further, the Department utilizes trigger, dual use, and military critical technology lists for nonproliferation and export control. Mr. Michelsen noted that for sales, any individual bidding on an item must have certain certifications for export control and evidence of citizenship. The Department has a program in place for the collection of sales proceeds. Credit card collections are the simplest. Certified checks or electronic funds transfers (EFTs) are unusual and cumbersome for some end-users. The Department has found that the inclusion of pictures of items enhance the sales of internet auctions. Digital camera



are used for the photos and are simple, fast, and inexpensive. The inclusion of pictures reduces the number of questions posed by potential buyers.

Mr. Michelsen closed his presentation by detailing future steps in the sales program. In July 2000, the Department plans to perform an analysis and generate a report for DOE-HQ on this “pilot program.” In August 2000, DOE-HQ will review the report and a path forward will be established. Policy guidance will be developed at this time. In September 2000, a “Working Guide” will be developed and published based on experience from the pilot program and the DOE-HQ guidance. Mr. Michelsen then opened the presentation for questions from the audience.

Questions and Answers

Q: (Idaho CRO) Are we competing with each other in the sense that the CRO of the area may want to take title of the property for community transition/economic development purposes?

A: The CROs have no need to worry. They are next in line to acquire property right after DOE screening occurs. What I have detailed here today, specifically what is sold on the internet, is the product left over after all other screening has occurred.

Q: Where is the revenue for these products going?

A: Currently, the cost of sale is offset using the proceeds from the sale of these products. We hope we can use the proceeds in the search for more excess property. Agencies don’t have the money to go and look for excess property, so we are searching for ways to track that property down to make it available for reuse.

Q: (Rocky Flats) What volume of property can your system handle?

A: It can handle all of the property that would result from the closing of Rocky Flats; however, Rocky Flats operates under unique authorities and there has been an IG report written on the disposition of property at Rocky Flats so we haven’t been inclined to include this property in the system quite yet.



Community Partnerships at Savannah River

Next, Mr. Dave Hepner, Community Affairs Manager at the Savannah River Operations Office, discussed community partnerships at Savannah River. He explained that the mission of the Savannah River Operations Office is to develop, implement, and nurture partnerships to work with the community to diversify the economy and minimize the impacts of downsizing. Mr. Hepner noted that Savannah River cares about community partnerships because Departmental employees live in the same area as they work, and because one of the site's five focus areas is building community, state, and regulator relationships.

Mr. Hepner explained that the Savannah River Operations Office possesses a lot of assets, one of the greatest of which is the area's community reuse organization, Savannah River Regional Diversification Initiative (SRRDI). The Office also possesses sophisticated high-tech equipment, infrastructure equipment, large manufacturing and industrial equipment, computers and personnel.

The Savannah River Operations Office has formed many partnerships to-date. Its partners include: Aiken-Edgefield Economic Development Partnership; Central Savannah River Area (C.S.R.A.) Regional Development Center; Columbia County Chamber of Commerce; Georgia Department of Industry; Trade and Tourism; Barnwell Chamber of Commerce; Metro Augusta Chamber of Commerce; Lower Savannah Council of Governments; South Carolina Department of Commerce; Tri-County Alliance; SRRDI; Greater Aiken Chamber of Commerce; Aiken, Allendale, and Barnwell Counties; Columbia and Richmond Counties; business and community leaders; Citizens for Environmental Justice; Citizens for Nuclear Technology Awareness; Cities of Aiken, Augusta, Barnwell, Allendale, North Augusta; Congressional and inter-governmental entities; United Way agencies; technology demonstration companies; local public and private schools, universities, and technical colleges; and blood centers.

Mr. Hepner explained that spin-offs have occurred at the Savannah River Site. These include Emergency Services integrators and Westinghouse Safety Management Solutions. The site has also outsourced, most notably in the privatization of power and steam facilities.

Mr. Hepner then detailed other accomplishments at the site. These accomplishments include:

- Sage Mill Industrial Park: The site provided \$4.8 million in financial assistance and water and sewer service to the Park, which is a 1,400-acre tract just off of Interstate 20. The site



conducted a Phase I Environmental Assessment to identify possible issues. There are four companies located in the Park.

- **Bridgestone-Firestone South Carolina:** The plant opened in late 1999. SRRDI invested \$3.2 million into the plant in order to construct a rail spur and operate a training center. The plant currently produces 25,000 tires per day and is a \$450 million capital investment.
- **South Carolina Advanced Technology Park:** The marketing strategy for this project involved pursuing manufacturers of chemical and allied products, fabricated metals, and electroplating; recycling service providers dealing with ferrous metals, glass and glass fabrication and precious metals from electronics; military/defense service providers for ordinance and decontamination activities; and DOE activities involving waste compacting, waste characterization, storage container fabrication and radioisotope technology.
- **Other companies receiving assets from the Savannah River Site include:** American Anodizing Corporation, Mid-American Manufacturing, B&B Products, Gator Construction, and Miles Construction. The Savannah River Site also leveraged site equipment to MacLumber Incorporated, Bitz-America, Camo Vision, High Voltage Specialist, and Water Works. These ventures have resulted in over 1,200 jobs created and \$800 million invested.

Mr. Hepner explained that a recent development at the site involves a Property Disposition Agreement between Savannah River Regional Diversification Initiative and Tri-County Alliance. Contracts have also been formed with specific companies.

Mr. Hepner closed his presentation by stating that the Savannah River Site, as a result of these endeavors and partnerships, has been recognized as the leader in the DOE complex by an independent auditing firm. Furthermore, Aiken County was the leader in South Carolina capital investment and job creation in 1997 and second in 1998. The site acted to reduce the region's unemployment rate. Finally, major inroads were made in diversifying the region's economy and good relations were made with local communities.

Questions and Answers:

Q: What kind of packages do you provide for workers from these companies?



A: It depends on the company. South Carolina is a “Right to Work” state, so little information is revealed to us by the companies.

Q: Are you making efforts to pick up displaced workers?

A: Savannah River experienced a 13,000 worker reduction and, out of that amount, only eleven people are still unemployed.

Personal Property Disposition at Pinellas

Mr. Frank Gregory, Program Manager at the Albuquerque Operations Office, then delivered a presentation on personal property disposition at the Pinellas Plant. Mr. Gregory began with a description of the Pinellas Plant. The Pinellas Plant was a former DOE Defense Production Plant. It was managed and operated by Martin Marietta Specialty Components, Inc., since 1992. The plant was sold to Pinellas County Industry Council in March 1995 for \$2.8 million. It is a 740,000 square-foot manufacturing facility situated on 96 acres. Between 1,200 and 2,000 individuals were employed at the plant until 1994. DOE’s mission ended in September 1997. The plant has 100,000 items of personal property to dispose of at an acquisition cost of more than \$70 million.

As of June 2000, the plant has twenty-five tenants on site. More than 1,400 commercial-sector employees are on-site and more than 200 displaced defense workers were rehired and are working on site. At the plant, 578,000 square feet were leased for commercial use (~96 percent of leasable space). Two additional buildings are being constructed on land leased to developers (~125,000 square feet).

Mr. Gregory explained that Headquarters assisted in property transfer at the plant. Headquarters provided guidance on the transfer of personal property through the Richard Hopf memo, dated February 1, 1995. Headquarters also helped develop a transfer form and adjudication process. Finally, Headquarters worked with Congress to keep \$8 million worth of equipment on-site. In the transfer of real property, Headquarters provided the lead and major help in legal documents and negotiations under section 161(g) of the AEC Act.

Mr. Gregory then described the DOE Property Adjudication Process before opening the floor to questions from the audience.

Questions and Answers

Q: When Pinellas closed, a lot of workers were moved to Sandia, but guards did not move. Why?



- A: A lot of guards at Pinellas became PCIC guards and others were able to find other positions.
- Q: How is it possible that certain types of employees can transfer to other areas, but other types of employees can not?**
- A: At Pinellas, the transfer of employees was from Lockheed Martin to Lockheed Martin.
- Q: There were programs in place to help people transfer that are not in place today. Why?**
- A: (Gary King) There are still some programs in place to help individuals transfer. These programs work better in places experiencing mass layoffs. They are not as successful when there are layoffs of ten to fifteen people. We are very interested in looking at relocation.
- Q: What types of programs are available for business incentives and tax credits with DOE at PCIC?**
- A: We used equipment as the incentive to get companies there. Equipment was made available at 7 percent of the procurement cost. This provided an incentive for the companies to come. We did a lot of advertising, but we found that word-of-mouth was the most effective means of reaching companies.
- Q: I brought a prospective tenant into DOE HQ from the automotive industry to look at the Oak Ridge facilities. One thing that I found helpful was having IPIX access. I did not see IPIX available on other home pages across DOE. We need things of that nature. Why didn't we do that in this particular instance?**
- A: I wish we had access to the internet auction sites and IPIX when this was occurring.
- Q: Wouldn't EM's Office of Site Closure coordinate with the Office of Worker and Community Transition and the sites to do this?**
- A: Yes, the broader we can broadcast, the better. We can increase our competitiveness. We were in the dark 5 years ago. Also, Pinellas was the first property sale. We learned lessons.



At Oak Ridge, commercialization is more aggressive, so the techniques applied are more aggressive as well.

Q: Why isn't the same methodology applied elsewhere?

A: (Gary King) It can be and in my tenure, we will look at it.

Real and Personal Property

Next, Patrick Noone of the Office of Environmental Management (EM) Office of Site Closure presented a discussion on real and personal property. He began by explaining the organization of the EM, as well as the organization of the Office of Site Closure. Mr. Noone explained that the EM Office of Site Closure focuses on the following areas: personal property disposal, contract incentivization, state of site/end state planning, post-contract benefit liabilities, lawsuits, contractor and federal employee transition and labor relations issues, records disposition, reindustrialization/leasing, order exemptions, documenting effective closure experiences, community interface, Memorandums of Agreement, and long-term surveillance and maintenance.

Mr. Noone then described the Rocky Flats site and improvements. The Rocky Flats site includes 385 acres of industrial area, 686 facilities, and a 5,800-acre prairie buffer zone. The final end-state (2006) is to be determined by the Rocky Flats Compliance Agreement (RFCA) process within 2 - 3 years. Current end-state assumptions include: all buildings will be demolished, waste and special materials will be shipped off-site, and a cap will be placed over a portion of the industrial area, while the remainder will be for open space or recreation areas.

Mr. Noone explained that a property processing backlog occurred in the mid-1990s. A January 1998 study recommended streamlining. The study specifically suggested processing through a single building ending annual/periodic inventories, curtailing new purchases, using cost averaging for processing, adjusting values by depreciation and processing costs, and assessing the value of a retail store.

Mr. Noone then described the current closure schedule. Currently, there is a 30-day schedule for entry into the system and exit. States provide lists of desired items and there is a two-day notice on property availability. Computers are currently being transferred to schools via the Pueblo Community College. Potentially contaminated property and equipment are deemed as waste. Further, monthly auctions are held for remaining property. The income is used to defray property management costs.



Mr. Noone then moved on to describe the Mound Site. The Mound Site includes 306 acres and 120 facilities. Approximately one-third of the site is undeveloped. Currently, cleanup is scheduled for completion in 2004. Technical issues and expanded work is likely to extend the project to 2006. The site was sold to a local community reuse organization (CRO), Miamisburg Mound Community Improvement Corporation (MMCIC) and involves continued industrial use. Two parcels were deeded and three more will be deeded by the end of 2001. Approximately 30 businesses and 300 employees are located on the site. The Nuclear Energy program will retain 10 to 20 acres for its Integrated Power Systems production work. Long-term surveillance and maintenance plans are being developed. Institutional controls include deed restrictions.

Mr. Noone closed the presentation with an explanation of Mound's personal property disposition process. The Ohio Operations Office follows standard disposition procedures (41CFR, Chapters 101 and 109). Property is surveyed prior to release and decontamination depends on the intention to reuse. Most property is sold to MMCIC via a "Protocol for Economic Development" with the CRO. Under this protocol, the CRO identifies desired property under three categories: definite commitment from business, potential business commitment, and possible future use. Other DOE entities that may want the same property must demonstrate a strong need. Pricing is based on depreciation, condition, and market and economic value. Property not sold to MMCIC or picked up via the Federal Energy Disposal System/Excess Asset Distribution System (Feds/EADS) process is donated to schools, sold via Invitation For Bid (IFB), or auctioned.

DOE Budget and the Appropriations Process

The final speaker was Deborah Dawson, Associate Chief Financial Officer within the Office of Chief Financial Officer (CFO), at DOE. Ms. Dawson introduced herself to the audience and then explained that she would attempt to describe how the Office of Worker and Community Transition (the Office) fits into the CFO arena. Ms. Dawson stated that she has been working for DOE for over a year, focusing on the appropriations cycle and budgeting issues. She maintained that she has a great affinity for the Office's mission, as jobs were difficult to find when she lived in Detroit and again when she moved to DC. She stated that finding a job is not just about being in the right place at the right time, but also knowing when you are in the right place and knowing when a specific opportunity exists. Ms. Dawson noted that she is interested in making sure that the Office gets the recognition and dignity that deserves, as it supports an extremely important mission.

Ms. Dawson then gave an overview of the DOE budget and the appropriations process. DOE's total budget currently stands at a value of a little less than \$18 billion. Of this amount, one-third is committed



to Environmental Management, one-third is committed to National Security, and the remainder is committed to Energy Resources. The Office falls under National Security. Ms. Dawson explained that the trend for worker and community transition appropriations is going down. Further and fewer sites are seeking other sources of funding. In 1999, the Office received \$28.2 million. In 2000, the Office received \$24.5 million. A request for supplemental FY 2000 funding is under consideration. It is likely that the Office will receive \$9 billion instead of the \$12 billion that was requested. Ms. Dawson maintained that reprogramming cannot occur without a legislative act of Congress.

Ms. Dawson then explained that the budget process never really ends. In July 2000, the CFO will begin its 2002 budget review process. This budget must be presented to Congress in late February 2001. At that time, the President sends the budget back with a target goal for the agency to meet. A passback is delivered right before Thanksgiving by Office of Management and Budget(OMB) with a target funding level. DOE must respond within 3 - 4 days and must negotiate final resolution with OMB prior to Christmas. Supplementals are then negotiated and after appropriations are enacted, a mode of execution and oversight begins.

Ms. Dawson explained the current trends for DOE spending. Presently, defense spending is holding steady, while there has been an upward spike in spending within the EM. There are a number of creative solutions that exist to attain more funds, one of which is property management. The Asset Reduction Reinvestment Initiative (ARRI) would enable sites to sell property and keep the proceeds for investment in capitol projects that support employment, instead of just offsetting the costs of the projects. This is not allowable currently, and there exists pressure to disallow this due to a large legislative backlog to close down new amendments.

Ms. Dawson closed by explaining that the budget process is often an uphill battle. When communities are going through major transitions, it is necessary to pull all sources of funding together. Creative approaches are necessary, but it is also extremely important for the Office's stakeholders to educate Members of Congress of their needs.

GROUP DISCUSSIONS - CONCURRENT SESSION 3

3A. CRO, Contractor, Union Coordination Panel

Moderator: Dr. Jack Blanchard, Office of Worker and Community Transition

**Speakers: Reuben Guttman, Provost-Umphrey Law Firm, L.L.P.
Sean Stockard, Tri-City Industrial Development Council**

Dr. Jack Blanchard, Program Director of Asset Management, Office of Worker and Community Transition, introduced the session topic and speakers. He also gave a brief overview of what was to be



discussed. This session would focus on the varied experiences from the community reuse organization (CROs), contractors, and labor unions as they have dealt with the integration of real and personal properties for economic development activities. And it is hoped from these experiences and lessons learned that we will get a better understanding as to their issues and concerns in using unneeded surplus Departmental properties to further their economic development opportunities, and to help in making our performance better in the future.

Mr. Reuben Guttman, an Attorney-at-Law with the Provost-Umphrey Law Firm, spoke briefly about some of these improper employment practices involving the Department.

Idaho National Engineering and Environmental Lab

Here, the Lockheed Martin Company had presented an erroneous situation in which it was stated that they had incurred a cost savings of \$500,000 by the use of some twenty computer workers in a privatization effort. It was later discovered that Lockheed Martin had failed to mention that they had not taken into account the calculation of severance pay. In actuality, it turned out there was really a double billing, with little to no-cost savings.

The Mound Site (Miamisburg, OH)

The first contractor here was EG&G, which was later replaced by Babcock and Wilcox (B&W). During the ensuing transition period, which involved many weeks, B&W did not hire any of the EG&G workers, but instead hired their own. So, during this period of time, there were present both the EG&G workers as well as the B&W workers. In this instance, employees were being paid to do the same work. It would have been more prudent and cost-effective for B&W to not hire new workers, but to instead keep the experienced EG&G work force.

Mr. Guttman stated that labor relations is not merely making people happy and pleasing them, but that a lot of taxpayer dollars are being spent and wasted due to bad decision-making. We need to thoroughly examine cost efficiency and cost savings. We need to ask ourselves, “does it make economic sense?”

British Nuclear Fuels Ltd (Oak Ridge, TN)

British Nuclear Fuels Ltd (BNFL) was hired supposedly for their technological capabilities in the D&I (decommissioning and decontamination) field. BNFL had said that they had unique technology, but it turned out to be untrue. The contract was for \$238 million. There was also a set of recommendations



from the Academy of Sciences regarding D&D activities. One recommendation was to solicit stakeholder input. This was completely ignored by BNFL. BNFL was an independent contractor, and there should have been open competition. The competitive process was not full and open. Basically, BNFL was awarded as a sole source contract based on technology that BNFL didn't even have. Also, BNFL had stated that a particular modification to its contract was minor in nature. In actuality, it should have been declared a major change because it dealt with a unique type of technology. But, BNFL instead chose to say that it was minor, because it knew that only major adjustments had to go through the public participation route.

Guidelines for dealing with section 3161 workers state that companies use the JOBBS (Jobs Opportunity Bulletin Board System) mechanism. JOBBS is an electronic outplacement service sponsored by DOE. This employment tool was not used by BNFL. Instead, they dealt with the Building Trades Union (BTU). The BTU selected and interviewed all potential employees. This activity should have at least been done by BNFL. BNFL also stated that it hadn't any training funds to help bring workers up-to-speed on D&D activities. Basically, BNFL had subcontracted the section 3161 items regarding hiring and training of workers to the BTU, and through the BTU, ignored the section 3161 workers and instead favored the BTU selectees.

Mr. Guttman went on to say that there is a loss of inherent value of an employee when they are deemed useless, and replaced by others. Only the displaced employees knew the work and the environment. Lots of money can be saved by using the current cache of employees and utilizing their skills and talents.

Another item of concern involves the recycling efforts being done by BNFL. Before conducting any recycling program regarding contaminated metals, there first needs to be in place a set of national standards. Currently, there are none. There are 6,000 tons of contaminated nickel at Oak Ridge. BNFL originally said that the recycled metals were going to be used for items such as batteries or nuclear components but, in essence, there were no restrictions placed on their end-use (this according to the head of BNFL). He said that as long as the metal was deemed clean, BNFL didn't concern itself with either who the recipient might be, or what the metal's intended purpose was going to be (even if it meant being used to make things like eating utensils, etc.).

Mr. Sean Stockard, Economic Transition Program Director, Tri-City Industrial Development Council, which is a community reuse organization (CRO) located in Hanford, Washington. Mr. Stockard said that they really don't have a lot of metals to be used for recycling initiatives. Instead, they primarily deal with real property and industrial equipment, and with industrial equipment being the really big ticket



item. He feels that their primary key to future economic development successes is the opportunistic uses of industrial equipment.

Mr. Stockard said that the Hall Amendment allows the Tri-City Industrial Development Council to be inserted into a pretty favorable pecking order for acquiring surplus items which aren't needed by the Federal Government. With this process, they have been very successful in acquiring various types and pieces of heavy industrial machinery. He mentioned a deal that was struck with a recreational vehicle (RV) manufacturer by using, as an incentive, the CRO offered \$105,000 worth of excess Hanford equipment, including an air compressor and several drill presses for much less than if the RV firm had purchase these items new.

In addition to being able to offer industrial equipment as incentives for economic development activities Mr. Stockard also mentioned that their CRO has established various outreach initiatives including entrepreneurial development programs, and worker training programs (with Washington State University and other local educational institutions). They will also assist with tuition costs by paying up to \$5,000 per employee, in some cases, to have a company's employees trained, if that company agrees to locate to the Hanford area.

Mr. Stockard concluded by saying that all economic development activities need to be approached as a partnership with your contractor (here it is Fluor Daniel) and DOE, otherwise everyone will end up competing for the same excess assets.

Questions and Answers

Q: How many section 3161 workers that were recruited by the Building Trades Union actually received a job?

A: (Guttman) There were multiple instances where only members of the Building Trades Union received a job. The Federal Government has paid for JOBBS which is a jobs database as well as a pool from which selections can be made. Then have to make this fit with your labor agreements (training, etc.). Need to examine impact on the community and keep qualified people working, and not just release them several years prior to retirement eligibility. If they are displaced prematurely, this will have a bad impact on the community. For example, some highly skilled K-25 workers were only being offered \$9 per hour for labor jobs. This is a very bad use of resources.



Q: The base pay for labor work was \$12 per hour, and not the \$9 per hour you just mentioned.

A: (Guttman) You are mistaken. It was \$9 per hour.

Q: How can you ensure that while that piece of equipment, a drill press, used in your example was free from contamination externally, it was not contaminated internally?

A: (Stockard) The first survey is done externally to ensure that the outside is not contaminated. Then there is a standard check of the internal fluids. If everything is ok, we then receive a certificate saying that the item is clean. Only after the item has been deemed clean is it put into the excess process.

3B. Status of Portsmouth and Paducah

Moderator: Terence Freese, Office of Worker and Community Transition

Speakers: John Brock, Bechtel Jacobs Company

Cecelia Evans, Star Mountain

Greg Simonton, Southern Ohio Diversification Initiative

Sue Barfield, Paducah Area Reuse Organization

Jesse Fouse, Paper, Allied-Industrial, Chemical Energy International (PACE)

Terry Freese, Deputy Director, Office of Worker and Community Transition, DOE, opened the session by introducing the speakers and noting that USEC had recently announced the closing of the Portsmouth site, as well as previously announced separations at Paducah, with upwards of 1,400 potential separations. There has been no early retirement incentive, but a voluntary separation program was offered--with 462 individuals at Portsmouth and Paducah participating. They received a lump sum in lieu of severance. They are now looking to move folks to EM work as applicable, provided the supplemental budget gets passed. There are still about 115 positions that may need to be reduced in the fall. He indicated that the DOE is assessing a full range of responses to USEC's closure announcement based around three issues or themes; the impact on energy security; the implications from non-proliferation; and the impact on workers and the community.

The first speaker, Mr. John Brock, Labor Relations Manager, Bechtel Jacobs, gave a brief overview of the steps Bechtel Jacobs has taken to facilitate movement of displaced workers to EM work. For both



sites, the primary emphasis is on displaced PACE workers. At the Portsmouth site, there is still some D&D activity scheduled for FY 2000. Thirty-eight PACE employees are expected to be absorbed into a scrap metal project (that will be self-performed-- not subcontracted out), that should last about 15-17 months. Accelerating the baseline of D&D activities (moving some activities forward in the schedule) will open up a need for an additional 30 PACE employees in FY 2000. This is dependent, however, on passage of the FY 2000 supplemental budget. Likewise, an accelerated baseline for FY 2001 (requiring funding in the FY 2001 budget) will require that an additional 49 employees be retained. Both scenarios are based on the funding necessary to support the proposed activities.

Mr. Brock noted that at Paducah, 10 PACE employees will be absorbed at the Drum Mountain Project. The General Site Services Contractor award in October 2000 for FY 2001 could support another 10-15 PACE workers. However, the workers need to be retained by July 15, 2000 before transition to subcontractors in October 2000. Finally, as with Portsmouth, an accelerated baseline (dependent on FY 2000-2001 budgeting) could lead to an additional 30-50 workers absorbed. It is all based on receiving the necessary funding.

The next speaker, Ms. Cecelia Evans, Vice President, Human Resources Services Group, Star Mountain Inc., described the status of the outplacement services provided to displaced workers at both Portsmouth and Paducah. (Star Mountain is the outplacement contractor at both locations.) The outplacement centers have only been opened since May 1, 2000, with slow traffic early on. In the first few weeks, there were under 200 people in both locations total utilizing the resources. After the announcement in June 2000, traffic increased to about 250 people per week--many taking advantage of the on-site orientation seminar. For the first month and a half, most are interested in the resume and interviewing clinics provided at the centers. This week, many are taking the 2-day job search workshop.

Ms. Evans noted that the center and staff have been working closely with the community reuse organizations for both locations (PACRO and SODI)--developing a good partnership for assisting the displaced workers. They are now ready to hire a placement specialist at both locations, as they begin to field more questions regarding relocations. Ms. Evans then recited several early success stories related to the efforts of the outplacement services, including one employee relocating to Proctor and Gamble and others taking advantage of the services to land interviews or eventual job offers.

The next speaker, Mr. Greg Simonton, Project Coordinator, Southern Ohio Diversification Initiative (SODI), highlighted the activities of the Portsmouth Community Reuse Organization. SODI has been the CRO for the Portsmouth area for 4-5 years and is a partnership of elected officials, labor,



contractor, DOE, educators, etc. They had originally expected USEC to be in place at least through 2004, and the recent announcement has obviously changed their focus of activities. One of the lessons learned from preparing to meet the challenges they are currently facing include the need to be all inclusive in the decision process. Let everyone who has an interest in the process have a seat at the table (e.g., pull all service providers together and assign tasks)--such as local schools, Department of Labor (DOL), etc.

Mr. Simonton also noted that another lesson learned is that partnerships equal opportunity. He highlighted a number of funding partnerships with various entities to assist in their efforts. This included \$150,000 from the state for training purposes, \$20,000 from DOL under the "rapid response" initiative and the approval of a trade assistance and adjustment application. Other activities undertaken by SODI include surveying employees to better understand their immediate needs, developing an industrial park, marketing the available work force as an asset for incoming firms, providing business startup assistance and an education fair (including 3 universities and 4 vocational technical schools), and working with local companies to facilitate their expansion.

The next speaker, Ms. Sue Barfield, Director of Shawnee Community College (and member of the Paducah CRO), spoke on the past, present and future of the Paducah Area Community Reuse Organization (PACRO). DOE announced its initial release of funds to PACRO in 1999 for transition program activities. In the 9 months that PACRO has been implementing its Transition Plan, \$2,872,482 has been sub-granted to primary counties' local economic development programs, and \$75,000 has been allocated to the Regional Marketing Group. Within the next 5 months, \$103,928 will be sub-granted for initial studies into a regional industrial park, and \$402,718 will be available in revolving-loan funds.

Ms. Barfield noted recent developments included receipt of \$2 million from DOE by Senator McConnell and the formation of a revolving fund available to each PACRO county for building spec buildings on existing industrial parks. They have also developed an economic incentive for employers locating in the industrial parks of the impacted PACRO counties to hire displaced USEC employees. Other ongoing developments in the work force reuse program include developing and delivery a work force skill assessment survey, a wages and benefits survey and a business and industry survey for the region. She also highlighted activities at the USEC career Center between May 1 and June 15, 2000, including numerous workshops, resume support, and individual counseling.

Ms. Barfield then described the path forward for PACRO. This included a need for increased funding or cleanup, remediation and general D&D work at the site-- important not only for health and safety



concerns but to provide much needed employment. Also, there is a need for increased funding for the DUF6 Conversion Plant in Paducah. Although public law requires DOE move these projects forward, there is still concern that the timing may not meet the needs of the separating work force. She also indicated that there is a need to repair the damaged reputation of the communities affected by allegations of contamination. The reuse of nickel and other scrap metal should be allowed. Finally, funding for the Office must continue--as this is the conduit for additional funding for communities needing assistance.

The last speaker, Mr. Jesse Fouse, Paper, Allied-Industrial, Chemical, Energy International, spoke briefly on USEC's decision from the worker's perspective. He noted that they were shocked by USEC's announcement, and that it was tough to lose your job in order to bolster the Russian economy. He hopes that DOE will look at other options than closing the plant. There have been very positive labor/management relations at Portsmouth, and the workers would be happy to see USEC laid off--they feel strongly that USEC broke its promise to them. Many of the workers will now have to relocate for employment, since the Portsmouth area is very economically depressed (with unemployment over 11 percent). He also noted that many of the workers are sick, and their employability is in question.

If the closure is in fact going to happen, they need some quick decisions by DOE regarding reindustrialization. They need some incentives for older folks to retire (which was not available in the last reduction). Finally, they appreciate the relationship they have with Bechtel Jacobs, it has been very positive to date.

Questions and Answers

Q: Has there been any displacement in the security forces? And is DOE looking to pick up any security force members?

A: (John Brock) We don't know anything yet.

A: (Terry Freese) Prior to June 1, there were no security force member displaced at Portsmouth and a few at Paducah (but deferred until next March). DOE is not looking to pick up any security officers.

Q: Who is the Star Mountain contract with, what is the source of their funds, and how are the incentives put in the contract?



A: (Cecelia Evans) Our contract is with the Worker and Community Transition office (we started in 1996). We provide outplacement services for M&O contractors - the contract specifies the types of services to provide. We're paid on a per person basis - not by placement. We get paid about \$350 per person - there is no mechanism to do long-term tracking for everyone that goes through the centers.

A: (Terry Freese) USEC should cover the funding for the placement specialists (about \$90,000 for both sites).

Q: How long have you (Star Mountain) been in Oak Ridge, and what has been your success there?

A: (Cecelia Evans) We have been in Oak Ridge since 1996 and have a success rate of over 80 percent. It is unusual for us to be full-time as we are in Oak Ridge, but we have been to most of the sites usually hiring local staff for short-time employment.

Q: What is the average cost per placement?

A: (Cecelia Evans) Every site is different - no exact formula.

Q: Are the career assistance centers at each site talking to each other - any feedback and interactions between contractors, DOE and the centers?

A: (Cecelia Evans) Not at the moment, but is a good suggestion. We are happy to share our information.

Q: What is the status of SODI getting buildings at the site? What can DOE do to help?

A: (Greg Simonton) Not close at all. (Terry Freese) DOE is now looking at this issue.

Q: The security force always seems to be the last to be considered in the discussion. We need communications as early as possible. Do the career centers at both locations make their schedule flexible enough so that the protective force can work it into their work schedule - they cannot come off post easily?



A: (Cecelia Evans) We will come to them - just need to find out when and where.

Q: What is the time frame for the DUF6 RFP and contract?

A: (Terry Freese) Should be out in October as scheduled - with construction beginning in 2004 and operations beginning in 2006.

3C. Economic Development/Property Conveyance

Moderator: Daniel Cudaback, Eastern Idaho Economic Development Council

Speakers: Seth Kirshenberg, Energy Communities Alliance

John Lynch, Plant Adjustments Associates

Jim Cayce, Facilities Management Team, Office of Contract and Resource Management

Mr. Dan Cudaback opened the session by introducing himself as the President of the Community Reuse Organization (CRO) at Idaho and by giving a brief overview of the property transition process at Idaho. He then introduced Mr. John Lynch, Mr. Jim Cayce, and Mr. Seth Kirshenberg, the session's speakers.

Mr. John Lynch began with a discussion of economic development and property conveyance. He first stated that strong community and CRO job creation efforts exist. Communities and CROs have followed the mainstream economic development practices with steady progress. Community and CRO partnerships have played a remarkable role in attracting new replacement jobs and cushioning DOE cutbacks during the 1990s. Mr. Lynch noted that sound economic development practices have occurred at many DOE sites. Mr. Lynch noted that Pinellas and Mound were especially successful in their property reuse efforts. He then stated that most job creation initiatives have been focused off-site within the range of new outlying industrial parks, entrepreneurship counseling, enterprise and "gap" financing, and business incubator programs.

Mr. Lynch did note, however, that DOE has experienced some economic development setbacks. Despite flexible DOE authorities, field offices are often unwilling to convey property for economic development purposes. The building conversion and cleanup lease cancellation at Rocky Flats was another economic development setback for the Department. Currently, there is an opportunity to reuse two large warehouses at Portsmouth (~320,000 square feet each). The timely reuse of these warehouses is imperative.



Mr. Lynch closed his presentation by addressing several future goals that should be addressed for the success of economic development and property conveyance initiatives. First, it is important to sell the worker and community transition program as playing a strong national industrial transition role. It is also necessary to rely on commercial mortgage and revenue bond financing. Examples include Oak Ridge Partners for Progress and Amarillo Industrial Revenue Bond (IRB) plant financing. Finally, DOE sites should play a supportive economic development role to the community.

Next, Mr. Jim Cayce introduced himself and explained that he works to help remove impediments from the Department's economic development opportunities. His goal is to help make economic development deals occur. In order to make successful economic development transactions, it is important to know the right people and develop the right contacts. Mr. Cayce explained that the Department has some of the broadest legal authorities for land management. Mr. Cayce described himself as a risk-taker, but noted that many site managers are more risk averse and for good reason.

Mr. Cayce then called the audience's attention to the Interim Final Rule on the Transfer of Real Property at Defense Nuclear Facilities for Economic Development. This rule provides a property transition process and places the burden on DOE to produce a list of available property for disposal and make it public. Mr. Cayce anticipates that the final rule will be similar to the interim final rule. Comments will be addressed in the guidance. Mr. Cayce noted that the rule is not a new authority, it simply describes the real property disposition process. The rule makes the disposition process as well as the role of the site property manager publicly stated and understood.

Mr. Cayce explained that the rule itself will not free up land at certain sites. DOE's Office of Management and Administration (MA) is planning to put together real and personal property team to visit three sites this year. Mr. Cayce noted that the new Administration will likely target excess property holdings at the sites and will want MA to act aggressively. Mr. Cayce closed his presentation by noting that the CROs need to aggressively work with their Industrial Development Boards as well as the marketplace.

Mr. Seth Kirchenberg then continued the session by stating that Mr. Cayce's announcement relays a big breakthrough; conveyances are relatively-new concepts and encompass a new process. He recommends that any CROs considering acquiring property to speak to Mr. Cayce regarding the process.

Mr. Kirchenberg then provided a simplified flow diagram of the process for CROs to acquire real property from the Department. Mr. Kirchenberg then turned to a discussion on negotiation issues. He



noted that regardless of the transfer method chosen by a community and DOE, the terms set forth in the transfer documents are critical. The terms decide the value and future use of the property. Second, DOE's interests at the facility are potentially adversarial. Mr. Kirchenberg then stressed that negotiations are negotiations. Next, DOE's budget to remediate environmentally-contaminated property is stretched to the breaking point. Mr. Kirchenberg then noted that where DOE will be charging a price for property, actions taken by a community prior to pricing and development of terms. Negotiations may increase the value of the property and cost to the community. Mr. Kirchenberg stressed that it is important to immediately identify and catalog personal property on the property required for future use. Further, lenders require some form of certainty before they will commit funds to a project on former DOE property. Mr. Kirchenberg went on to emphasize that the property reuse process is more flexible than it seems. He further stressed the importance of frequent communication between DOE and the community. Finally, Mr. Kirchenberg noted that it is important to be creative when conducting transactions.

4A. Business Attraction, Using an Educated Work Force to Create Jobs and Matching Skills of Separated Workers with Potential Jobs

Moderator: Robert Baney, Grants Administrator, Office of Worker and Community Transitions

**Speakers: LoAnn Ayers, Washington State University
Kara Daly, Environmental Hazards Management Institute
Sean Stockard, Tri-City Industrial Development Council (TRIDEC)**

Mr. Robert Baney opened the session by explaining that the session would encompass discussions on three related topics: how to attract new and expanding businesses to a community, how to use an educated work force to help attract new businesses to the region, and obtaining new jobs for the separated workers by matching their skills with potential jobs. Mr. Baney then introduced the session's speakers: Ms. Kara Daly, Ms. LoAnn Ayers, and Mr. Sean Stockard.

Ms. Kara Daly began the session with a discussion of the Environmental Career Center (ECC). Through Workforce Investment Act, the Department of Labor (DOL), established America's Career Kit (ACK). The three components of the Career Kit included America's Job Bank (AJB), America's Learning Exchange (ALEX), and America's Career Infonet (ACINet). These were general systems, but DOL envisioned a system centered around niche employment and training. Thus, the ECC was developed. The ECC can be accessed at www.econet.org and matches job seekers to employers and trainers and educators using a base of 77 environmental, health and safety job titles.



Ms. Daly explained that the ECC is necessary because there currently exist too many occupational title that identify the same set of skills. Further, too little communication takes place within the industry and too little definition exists around the EHS&S industry. The implications of these conditions are that employers must sift through hundreds, if not thousands, of inappropriate resumes. Also, job seekers must prospect without knowing where real opportunities lie. Finally, trainers and educators must use expensive techniques to develop relevant curricula.

Ms. Daly then emphasized that the ECC was developed as a solution to these problems. The ECC involves a common language encompassing skills matching, curriculum alignment, and industry definition. A communication forum, also integral to the ECC, and provides an avenue for industry, employers, and curriculum developers to discuss current and future trends to better prepare students and workers for emerging technologies.

Ms. Daly stated that the parties involved in the ECC are: DOL, the New Hampshire Employment Security, the ECC Consortium, made up of The Advanced Technology Environmental Educational Center (ATEEC), The Environmental Hazardous Materials Training and Research Institute (EHMI), The Hazardous Materials Training and Research Institute (HMTRI), and The Partnership for Environmental Technology Education (PETE), Occupational Information Network (O*NET), and Interstate Conference of Employment Security Agencies (ICESA). Ms. Daly then gave a project overview. She displayed a sample internet window from the ECC web site to explain how it works. The ECC involves job matching, career matching, needs matching (through gap analysis), and training/retraining matching.

Ms. Daly explained that users benefit greatly from the ECC for several reasons. First, it is a niched system. Next, it involves qualification based matching. It also bridges employment and training sector using skill competencies. Finally, the system is networked and linked (O*NET/AJB).

Ms. Daly stated that there are initiatives related to the ECC, including Career Landscaping and implementation. She announced that the DOL will be selecting four to six pilot communities across the country to test and implement the Career Landscaping tool related to the ECC. These communities will be selected based on a number of criteria, some of which include a strong network of community colleges, local employment opportunities, and a significant unemployed worker population.

Ms. Daly closed her presentation by explaining that the ECC provides DOE with outplacement tools for Environmental, Health, Safety and Sustainability (EHS&S) related occupations. Further, it links workers to appropriate training that may be required for entry to the work force. It provides current,



high-quality employment data to make informed decisions regarding career transition, and it may be tailored to meet the needs of individual companies and Government Agencies.

Questions and Answers

Q: Are any DOE communities under consideration for the pilot project?

A: The Department of Labor wishes to keep this program completely competitive; so, yes they may apply. Communities can only apply if they have experienced downsizing.

Q: Will funds be matched as a part of this program?

A: Yes.

Q: Who should we contact to receive more information?

A: Doug Holl at the Department of Labor.

Q: Could you give DOE a heads up when applications become available?

A: As soon as applications become available, we will let Bob Baney know.

Q: What evidence of success have you found from this program?

A: We have experienced a great response. We also have noted that there is a great need for environmental technicians. There are 100 positions open.

Next, Ms. LoAnn Ayers, Director of Development and Community Outreach for Washington State University (WSU), delivered a presentation on using an educated work force to create jobs. Ms. Ayers first began by describing WSU's steps to success. WSU developed a visionary diversification plan based on fact, not fantasy. Further, WSU matched community strengths and weaknesses with targeted growth industries. A focus was placed on wealth creation, not job creation. Finally, WSU acted on its plan, adhered to its strategy, and adapted its tactics.

WSU conducted a strategic capabilities analysis in order to match community strengths and weaknesses with growth industries. This analysis focused on labor, education and training, utilities,



transportation, government and quality of life. The analysis focused on major industry clusters, including distribution, office/service, tourism, manufacturing/processing, and retail.

Ms. Ayers noted the challenges to transitioning the work force. These challenges include: coping with human nature, retaining qualified labor, retraining for real jobs, and preparing for future work force needs. Ms. Ayers then went on to discuss lessons learned in worker retraining. First, it is important to use resources to support real needs of the transitioning work force. Second, it is imperative to proactively develop a system that facilitates reactive solutions.

Ms. Ayers explained that labor is the chief engine that drives economic development strategies. She noted that wealth creation results from three different aspects including: starting new ventures, expanding existing businesses, and recruiting new companies. She explained that new, “home-grown” businesses result in new jobs. Ms. Ayers stated that WSU established a “greenhouse” or program for entrepreneurial success. This program was established to help employees gain knowledge, information, resources, and information on environment.

Ms. Ayers then stated that bigger and better businesses result in new jobs. Thus, WSU found that it is important to assist local businesses in creating and retaining jobs by helping local companies thrive, encouraging local business expansion, and preventing companies from leaving or expanding elsewhere.

Finally, Ms. Ayers maintained that new recruits result in new jobs. With regards to recruiting, it is important to consider labor availability, quality, and costs, telecommunications, transportation, site availability, and incentives.

DOE Communities and Incentives for Business Recruitment

Next, Mr. Sean Stockard, Economic Transition Program Director for the Tri-City Industrial Development Council (TRIDEC), discussed DOE communities and incentives for business recruitment. Mr. Stockard began by defining the word “incentive.” Webster’s Dictionary defines “incentive” as “something that incites or has the tendency to incite to determination or action.” Mr. Stockard noted that the operative word in this definition is “something.” He explained that “something” can be space to build/expand or lease, equipment, higher education or vocational training institutions, skilled or trainable work force, and/or money.

In the Tri-Cities area, Mr. Stockard noted that incentives include a skilled/trainable work force, space to build, equipment, and cash. He first noted that a highly-skilled work force is already available in the Tri-Cities area. Further, there exist programs at Columbia Basin Community College and WSU for further training. TRIDEC also partners with the Workforce Development Council to meet other training needs. Mr. Stockard explained that the area contains space to grow due to the 1100 and 3000 Are transfers to the Port of Benton. Further the Tri-Cities site possesses a 100,000 square foot “Shell Building” built for



the community by Fluor Hanford to aid in our recruitment efforts. Also, within the Tri-Cities area, 18,000 acres are currently zoned for industrial use, 7,000 acres are zoned for light industrial use, and 11,000 acres are zoned for heavy industrial use. Buildings ranging from 8,000 square feet to 180,000 square feet are available for a variety of uses including manufacturing, distribution and office space. Finally, Mr. Stockard explained that the area also boasts the recruitment incentive of equipment. The CRO has access to excess DOE equipment. Further, the Tri-Cities Asset Reinvestment Company, Limited Liability Corporation(LLC) partners with DOE and Fluor Daniel Hanford in order to facilitate the transfer of equipment off of the site. The area offers equipment to new and expanding companies at a good price. Finally, the site has the finances to effectively recruit businesses to the area. The \$2 million "Incentive Fund" is used for training (\$1,000 - \$2,000 per employee), to purchase needed equipment, and to buy land and defray airfare costs. Basically, the fund is used to cover any costs associated with other incentives offered, when needed.

Mr. Stockard then accepted questions on his presentation.

Questions and Answers

Q: Do businesses moving to the area receive tax incentives from the state?

A: Washington State is prohibited from offering tax incentives to businesses.

Q: Does the money you use for training come from your own program?

A: Yes, it comes from section 3161 funds; however, there are other funds available.

Q: How important are transportation costs in your area?

A: Very important, but it depends on the industry. High-tech businesses travel a lot, so it is hard to attract those kinds of businesses, due to high transportation costs. However, bulk metals and food companies are easier to attract because we have an excellent rail system, which they utilize.

Q: (To LoAnn Ayers) Tell me more about entrepreneurial training.

A: We helped 160 businesses employ 400 people to date. We are very passionate about this. A number of partners work together to make this kind of training successful, including the



Department of Commerce, Economic Development Administration, Small Business Administration, and state and local entities.

Q: (To Sean Stockard) Why did the CRO establish a separate limited liability corporation?

A: It has helped to remove liabilities one step further because some equipment may be contaminated. The second reason the limited liability corporation was established has to do with revenue. TRIDEC is not allowed to administer revolving-loan funds or other types of investment funds. The LLC allows us to keep money in the house instead of farming it out, as was done in the past.

4B. Preference-In-Hiring

Moderator: Terence Freese, Office of Worker and Community Transition

**Speakers: Joe Pastel, Science Applications International Corporation (SAIC)
Sharon Ruehl, Richland Operations Office
Timothy P. Fischer, Savannah River Operations Office**

Developing successful mechanisms for providing preference-in-hiring and fully reporting results for displaced contractor workers has been a difficult challenge at many sites. Only a few sites have developed site-specific mechanisms for full implementation of the preference. This session reviewed successful efforts to implement the preference, updated information on the Job Opportunity Bulletin Board System (JOBBS), a critical tool in preference implementation, and provided both contractor and labor perspectives on how to improve performance in this area.

Terry Freese began the session by reiterating that preference-in-hiring is a requirement of section 316 (where applicable). It is the one “shall” in the legislation. But it seems that it has not been applied consistently; it has not been tracked; and in some cases, prior employment at a DOE site has been a hindrance to employment. There are a limited number of field offices that have implemented site-specific guidelines to address preference-in-hiring.

Joe Pastel, a program manager with SAIC, provided an update to JOBBS. Based on a poll of the audience, about one-half of the audience has heard of JOBBS which supports the current status of JOBBS being underutilized. Aside from being a very good outplacement resource for employees, JOBBS can be an effective tool to track preference-in-hiring at sites.



JOBBS began as a dial-up bulletin board service to DOE and contractors. It has transformed into a website (www.doejobbs.com). The website was created to enable all DOE and DOE contractor employees who are at risk of losing their current jobs to use JOBBS capabilities. It was designed to provide DOE and DOE contractors with a free, easy-to-use mechanism for meeting and tracking preference-in-hiring obligations. It is a free, electronic outplacement service.

Employees may also use the many links on JOBBS to access other employment-related websites, such as the Federal Job Bank, America's Job Bank, JOB Bank USA, Monster.com, etc. JOBBS search functions included searching want ads which are posted by title, date, location or keywords; searching by DOE location or contract location; searching by COCS code; and searching by date. JOBBS resume searches are similar to wants ads in that you can search by COCS, location, date, or keywords. Once an individual has registered a resume, there is an annual review and resumes are taken off after 1 year.

Access to JOBBS is for registered users gaining access through a password. There are over 150 registered users. Registration is a simple process and can be done on-line. There is an extensive on-line help system and there are detailed monthly statistics on the use of JOBBS by site. Preferential hire is one of the data points that is reported. Hiring preference can be noted when an individual posts his or her resume and when a contractor hires someone with preference. The system has only recorded 250 preferential hires. We know anecdotally, and through the annual report, that this does not reflect an accurate picture of preference-in-hiring at the sites. JOBBS could reach many more employees and employers if DOE (and M&Is) fully participated.

Questions and Answers

Q: Can a contractor go into JOBBS and change the statistics screen to record preferential hires?

A: No. If a contractor fills a position, they would take the job off the system. When they do that, they are asked if it was filled by someone with preference status. If the job posting expired and was later filled by someone with preference status, let the JOBBS administrator know and they can record the preferential hire.

Comment: JOBBS has improved in the past 2 years.



Comment: People in the field are reporting preference-in-hiring under fed hires versus contractor hires. There may be a reporting problem.

Q: If the contractor reports the preferential hire to the field office, does the field office report that preferential hire? This seems to be a problem.

Comment: (Carol Wilson, Ohio) We never knew the statistic screen was available.

Comment: JOBBS is not user-friendly for federal personnel, it needs to be improved for federal/op-office use.

Comment: (Rocky-union) Rocky started using it, but it is frustrating for us to look at JOBBS and not find jobs listed. Some members don't have access to the internet to post resumes.

Response: Employees can send resumes to the career center and they will help input resumes.

Q: Are there POCs at each site? Does each contractor/Ops office have registered passwords.

A: Yes. Someone from each contractor/Ops office is considered the POC. The "Employer Profile" is a list of companies and individuals who are registered users.

Q: Can anyone get a registered approval to log into JOBBS?

A: The application comes in Office of Worker and Community Transition, and Terry Freese makes the decision as to who gets access to JOBBS. The word needs to be spread that CROs and industry can use JOBBS.

The next speaker in this session was Ms. Sharon Ruehl, the Contractor Industrial Relations Specialist in the Office of Procurement Services at the Richland Operations Office. Ms. Ruehl began by saying that the goal at Hanford is to maximize the number of people internally transferred to avoid lay-offs. The original mission at Hanford was the production of nuclear material for national defense. In 1988, the production of plutonium ended. The current Hanford mission is to "clean up and close down" the site.

The restructuring plan at Hanford takes into consideration that there is not a large human resource asset in the Richland area, and that it is important to keep displaced people on-site, if at all possible. One of



the components of the work force restructuring plan is preference-in-hiring. The restructuring plan establishes criteria for (among other things): preserving personnel with critical skills and knowledge; minimizing involuntary layoffs; placing employees in other jobs at Hanford and other DOE sites; providing qualified involuntarily laid-off employees with preference for any hiring by the DOE, its contractors, or subcontractors; providing employees specifically identified for layoff and/or laid-off with educational assistance opportunities and outplacement/re-employment assistance; and retraining for internal employment. Plan eligibility criteria is clearly stated for regular and intermittent employees. The plan clearly identifies the eligibility criteria for regular and intermittent employees.

The plan states that preference-in-hiring will continue until one of the following actions occurs which will cancel the preference: accepting any full-time permanent position; resignation or termination-for-cause from a position received from exercising this preference; failure to comply with preference eligibility registration requirements established by DOE. Any one of these actions will terminate the eligibility of the individual. A common problem faced by the contractors is people trying to come back and receive preference-in-hiring after leaving their post-DOE job. Another problem is that people do not register on a yearly basis, or they do not leave their current address when they leave the site. Each contractor at Hanford has someone who is responsible for monitoring involuntary separations and preference-eligible workers. Preference-in-hiring is also given to voluntarily-separated workers in certain situations. They receive preference if they have significant participation in the educational assistance program, have waited for 1 year before returning to work on the site, or have repaid the severance benefit attributable to the remaining separation period. Preference does not apply in certain situations. For example, preference does not supersede other preference required by applicable law, regulation, Executive Order, contractual obligations, or collective-bargaining agreements.

Preference-in-hiring is complicated at Hanford given the complexity of the contractor structure. There are six major contractors, four major union organizations with a total of 35 affiliate members and nine collective-bargaining agreements. Several contractors on the site participate in site-wide seniority. One of the success stories involved the potential layoff of 73 individuals. All the contractors came together to work it out resulting in a layoff of only 2 people.

Implementation of the restructuring plan requires collaboration with DOE, the contractor and the employee. DOE responsibilities include developing and updating local procedures as needed, incorporating section 3161 in all contracts, monitoring preference-in-hiring activities, and providing contractors with current information from Headquarters. Contractor responsibilities include establishing and maintaining current, up-to-date JOBBS information, maintaining records of certifications of eligibility for 1 year; monitor activities of subcontractors; explaining and providing adequate



documentation on preference-in-hiring procedures to all candidates; reviewing any cases where preference-in-hiring candidates maintain benefits when they should not; verifying employee's states for preference-in-hiring. The employee's responsibility is to provide accurate address and telephone number before leaving employment and to maintain their own re-certification. The employee must take some responsibility for maintaining eligibility.

Ms. Ruehl expressed Hanford's concerns with the JOBB System. These concerns include: COCS codes do not adequately reflect qualifications or skill mix; JOBBs can also lead to unrealistic expectations; and some new workers find they have problems using the system. Other issue of concern include: some interface problems between the contractor computers and JOBBs; contractors also face issues of confidentiality when considering putting personnel data on a centralized system; and significant problems with people not updating their own records or people submitting applications based on codes rather than skill or background. Also, tracking preference eligibility is cumbersome, expensive, and time-consuming.

Ms. Ruehl offered several suggestions. Create a training module on JOBBs for new contractor employees; use something other than codes for job applicants or rework codes to reflect actual duties, specify on JOBBs that preference-in-hiring does not mean that the individual will automatically get a particular job—that they must first meet the qualifications.

The final speaker in this session was Mr. Tim Fischer, an Attorney at the Savannah River Operations Office. There is currently a process in place at Savannah River for preference-in-hiring. In 1998, there was some uncertainty about the preference eligibility of construction crafts. A decision was made to draft a policy for preference-in-hiring based on the Office of Worker and Community Transition guidance. The result was an eight-page policy including roles, responsibilities, and procedure. It became final in August 1999. At that point in time, they established an open window to enroll individuals who were preference eligible. A mass mailing went out to people who may have been preference eligible and told them that if they wanted to be determined preference eligible, they would have to fill out a form, sign it, and send it back; and they would have to recertify annually. This open window provided a baseline for preference-in-hiring. The policy lays out responsibilities for DOE, Savannah River Operations Office, the site coordinator, contractor, union and the individual. Also in the policy, it was determined that if someone was qualified and eligible, but not hired, the contractor would need to explain why the preference-eligible person was not hired.

Mr. Fischer describe the process as successful, complete with a mechanism for quarterly reporting. Over the last quarter, there were only 4 preference hires out of 35 total hires. They looked at each hire and determined that it was legitimate. When developing their policy, Savannah River looked at the Oak Ridge model and adapted it to their site. Mr. Fischer acknowledged that Oak Ridge has been pioneers in this area.



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APPENDIX B

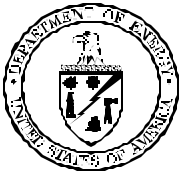
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DOE EMPLOYEE SESSION

June 26, 2000

- 3:00 - 3:15 p.m. **Office of Worker and Community Transition Program Overview and Budget**
Speaker: Dr. Gary King, Director, Office of Worker and Community Transition
- 3:15 - 3:45 p.m. **Department of Energy Order 350.1**
Speakers: Terry Freese, Deputy Director
Deborah Sullivan, Contractor Industrial Specialist
Lyle Brown, Contractor Industrial Specialist
- 3:45 - 4:00 p.m. **Work Force Restructuring Reference Guide**
Speaker: Tony Carter, Special Assistant to the Director
- 4:00 - 4:15 p.m. **Preference-In-Hiring**
Speaker: Terry Freese, Deputy Director
- 4:15 - 4:30 p.m. **Community Transition Update**
Speaker: Bob Baney, Grants Administrator
- 4:30 - 5:15 p.m. **Field Activity**
- 5:15 - 6:00 p.m. **Questions and Answers**



APPENDIX C

AGENDA

**U. S. Department of Energy
Office of Worker and Community Transition
EIGHTH NATIONAL STAKEHOLDER'S WORKSHOP
Renaissance Washington DC Hotel
Washington, DC**

June 26-28, 2000

MONDAY, JUNE 26, 2000

2:00 - 5:00 p.m.	Workshop Registration	Meeting Room Foyer
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Related Meetings

1:00 - 5:00 p.m.	Labor Organizations	Meeting Room 15
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3:00 - 6:00 p.m.	DOE Employee Session	Meeting Room 14
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TUESDAY, JUNE 27, 2000

7:00 - 8:00 a.m.	Exhibit Set-up	Meeting Room Foyer
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7:30 - 8:30 a.m.	Workshop Registration	Meeting Room Foyer
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8:30 - 10:00 a.m.	Opening Plenary Session	Auditorium
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**8:30 - 9:00 a.m. Opening Remarks**

Speaker: Dr. Gary King, Director, Office of Worker and Community Transition

9:00 - 10:00 a.m. Plenary Session**Auditorium*****Critical Skills Retention: Response to the Chiles Commission***

Speaker: Robert W. DeGrasse, Jr., Principal Deputy Assistant Secretary, Office of Defense Programs

Summary: This session will provide an overview of the Department of Energy's (DOE) response to the Commission on Maintaining United States Nuclear Weapons Expertise (Chiles Commission). In partnership with the Department of Defense, DOE has developed a plan to retain core scientific, engineering, and technical skills and capabilities within the DOE, the Department of Defense, and the contractors of those departments in order to maintain the United States nuclear deterrent force indefinitely.

10:00 - 10:15 a.m. Break**10:15 - 11:30 a.m. Group Discussions - Concurrent Session 1****1A. Discussion on Community Commitment
by the Department of Energy****Renaissance West**

Moderator: Robert Baney, Grants Administrator, Office of Worker and Community Transition

Speakers: Dr. Gary King, Director, Office of Worker and Community Transition
Deborah Swichkow, Senior Policy Advisor, Office of the Assistant Secretary for Environmental Management
Stephen Mournighan, Director, Office of Management Systems, Office of Procurement and Assistance Management

Summary: This session will be a facilitated discussion on the Department's future role as a constructive partner in the region in which DOE conducts its business. With the proposed elimination of financial performance incentives for economic development activities in cleanup contracts, where does the



Department and the communities go from here? Topics may include identifying DOE contractors' business practices that demonstrate community commitment; establishing baseline contract expectations for minimum corporate community commitments; and developing standards to measure contractor performance.

**1B. *Post-Contract Benefits/Ill Workers
Compensation Initiative***

Renaissance East

Moderator: Terence Freese, Deputy Director, Office of Worker and Community Transition

Speakers: Rebecca Smith, Special Assistant to the Assistant Secretary, Office of Environment, Safety and Health
John Wayne Barton, Committee Chair, United Steelworkers of America
Carol Wilson, Contractor Industrial Relations Specialist, Ohio Field Office
Len Martinez, Vice President, Kaiser Hill Company, LLC.

Summary: Accelerated closure sites must identify how pension, retiree medical, and other post-contract benefit obligations will be managed. Developing funding mechanisms for retiree medical benefits is a particular challenge. This session will provide a range of perspectives on how to best address these issues.

In addition, last year, the Clinton-Gore Administration proposed a program that would provide benefits to victims of beryllium-related health conditions throughout DOE. In April, the Secretary announced the Administration's intention to work with Congress on a program that would expand coverage to other DOE workers with work-related illnesses. Legislation has been introduced which, if enacted, would expand the compensation program to include not only former DOE workers who are victims of beryllium disease, but also those workers with chronic silicosis and radiation-related cancers. As part of this initiative, the Department of Energy has set up a Worker Advocacy Office to assist workers in obtaining information on benefits and assistance available now under existing compensation programs. This portion of the session will describe the Office of Worker Advocacy and summarize the legislative initiative.



11:30 - 1:00 p.m. **Lunch** (on your own)

1:00 - 2:00 p.m. **Keynote Speaker:** T. J. Glauthier **Auditorium**
Deputy Secretary
Department of Energy

2:00 - 2:15 p.m. **Break**

2:15 - 3:30 p.m. **Group Discussions - Concurrent Session 2**

2A. *Work Force Restructuring Diversity Issues* Renaissance West

Moderator: Tony Carter, Special Assistant, Office of Worker and
Community Transition

Speakers: Harold Busch, Director, Division of Program Operations, Office
of Federal Contract Compliance Programs, Department of Labor
Derrick Watchman, Special Assistant, Office of Economic
Impact and Diversity
Pamela DeRensis, Public Participation Specialist, Office of
Environmental Management

Summary: This session will be a discussion of legislative mandates and regulations designed to ensure that work force restructuring activities protect the civil rights of all employees and emphasize the need for management training on diversity issues. The session will also discuss the Department's Native American Initiatives, including the Office of Worker and Community Transition's recently announced intent to create a CRO for the Eight Northern Indian Pueblos in Northern New Mexico.

2B. *Work Force Portability* Renaissance East

Moderator: Terence Freese, Deputy Director, Office of Worker and
Community Transition

Speakers: Walter Howes, Director, Contract Reform and Privatization
Project Office
Michael Cleghorn, President, National Council of Security
Inspectors



John Brock, Manager, Labor Relations, Bechtel Jacobs Company

Tom Roosa,, Human Resources Operations Manager, Bechtel Jacobs Company, LLC.

Summary: As the Department moves from its traditional management and operating contracting approach to increased emphasis on integration of tasks through subcontracting, assuring the availability of workers with the appropriate skills and providing opportunities for sustained employment at DOE sites is an increasing challenge. This session will address the problems and potential solutions to assure that workers have the opportunities, and incentives, to move between different contractors both at a given site, and in cases of particular skills, such as protective forces, between sites, to meet emerging Departmental requirements.

3:30 - 3:45 p.m.

Break

3:45 - 4:30 p.m.

Plenary Session

Auditorium

Lessons Learned in Creating a Stakeholder Alliance

Moderator: Dr. Gary King, Director, Office of Worker and Community Transition

Speakers: J. Christopher Hill, Industrial Relations Specialist, Oak Ridge Operations Office

Mike Church, President, Paper, Allied Industrial, Chemical, Energy International (PACE)

Jesse Fouse, Paper, Allied Industrial, Chemical, Energy International (PACE)

Sandra Davis, Labor Relations Area Manager, Bechtel Jacobs Company

Lori McCartney, Labor Relations Specialist, Bechtel Jacobs Company

John Brock, Manager, Labor Relations, Bechtel Jacobs Company

Summary: This session will be a presentation by a panel of Oak Ridge stakeholders (DOE, Bechtel Jacobs Company, and PACE) with a focus on the



mechanism established to assist in maintaining positive labor-management relations in times of monumental change for all parties (government, union, prime contractor, and subcontractors) concerned. The discussion covers a brief overview of why the method of mission accomplishment was changed (M&O to M&I) and the work force transition/labor relations challenges that decision created and will focus on how that challenge is being met in the "labor arena" via the establishment of the "Alliance."

4:30 - 5:00 p.m. **Closing Remarks** **Auditorium**

WEDNESDAY, JUNE 28, 2000

8:00 - 8:30 a.m. **Exhibit Set-up** **Meeting Room
Foyer**

8:30 - 9:00 a.m. **Workshop Registration** **Meeting
Room Foyer**

9:00 - 9:15 a.m. **Opening Remarks** **Auditorium**
Speaker: Dr. Gary King, Director, Office of Worker and Community
Transition

9:15 - 10:45 a.m. **Plenary Session** **Auditorium**
 Headquarters and Field Coordination
Moderator: Dr. Jack Blanchard, Asset Management, Office of Worker and
Community Transition
Speakers: Deborah Dawson, Associate Chief Financial Officer, Office of
Chief Financial Officer
Stephen Michelsen, Director, Office of Contract and Resource
Management
Dave Hepner, Community Affairs Manager, Savannah River
Operations Office



Frank Gregory, Program Manager, Albuquerque Operations Office

Patrick Noone, Policy Team, Office of Site Closure, Office of Environmental Management

Summary: The disposition of real and personal properties for economic development is assuming an increasingly important role. The objective of the Plenary Session is to describe various considerations within the Department of Energy on the process of identifying properties no longer needed by the Department for mission needs and considerations on the disposition routes of those properties. Also included in the presentation will be the application of appropriate federal property and financial management policies which have a bearing on this process.

10:45 - 11:00 a.m. **Break**

11:00 - 12:00 noon **Group Discussions - Concurrent Session 3**

**3A. CRO, Contractor, Union
Coordination Panel**

Renaissance West

Moderator: Dr. Jack Blanchard, Asset Management, Office of Worker and Community Transition

Speakers: Dan Guttman, Attorney, Paper Allied Industrial, Chemical and Energy Workers International Union (PACE)

Danny Hatfield, Vice President, Knoxville Building Trades Council

Sean Stockard, Economic Transition Program Director, Tri-City Industrial Development Council (TRIDEC)

Summary: The factors considered by Community Reuse Organizations, contractors and unions in conjunction with the integration of real and personal properties for economic development are critical as funding under section 3161 for Community Transition winds down. The objective of the group discussion will be to provide a forum for each interested party in this process to describe their respective issues and concerns associated with the formulation of economic development opportunities associated with properties no longer needed by the Department of Energy.



3B. *Status of Portsmouth and Paducah Work Force Restructuring Activities*

Auditorium

Moderator: Terence Freese, Deputy Director, Office of Worker and Community Transition

Speakers: John Brock, Manager, Labor Relations, Bechtel Jacobs Company
Cecelia Evans, Vice President, Human Resources Services Group, Star Mountain Inc.
Greg Simonton, Project Coordinator, Southern Ohio Diversification Initiative
Sue Barfield, Director of Shawnee Community College, Paducah Area Reuse Organization (PACRO)
Jesse Fouse, Paper, Allied-Industrial, Chemical, Energy International (PACE)

Summary: USEC has announced that 625 positions will be reduced at the Portsmouth, Ohio and Paducah, Kentucky Gaseous Diffusion Plants in July. The Department has been working with USEC on steps to mitigate the impact of these reductions. This session will provide a status report on mitigation efforts, and identify lessons learned that could be applied should future work force restructuring be required at these plants.

3C. *Economic Development/Property Conveyance*

Renaissance East

Moderator: Daniel Cudaback, President, Eastern Idaho Economic Development Council

Speakers: Seth Kirshenberg, Executive Director, Energy Communities Alliance
John Lynch, Principal, Plant Adjustments Associates
Jim Cayce, Team Leader, Facilities Management Team, Office of Contract and Resource Management

Summary: Financing Redevelopment? Acquiring Department of Energy Property? Promoting Economic Development? This session will provide insight into economic development activities around the complex, negotiating with Department of Energy (DOE) on



property conveyance, insights into the DOE property conveyance process, and alternative business financing mechanisms.

12:00 - 1:30 p.m. **Lunch** (on your own)

1:30 - 2:30 p.m. **Group Discussions - Concurrent Session 4**

4A. *Business Attraction, Using An Educated Work Force To Create Jobs and Matching Skills of Separated Workers with Potential Jobs* Auditorium

Moderator: Robert Baney, Grants Administrator, Office of Worker and Community Transition

Speakers: LoAnn Ayers, Director of Business Links, Washington State University

Kara Daly, Project Manager, Environmental Hazards Management Institute

Sean Stockard, Economic Transition Program Director, Tri-City Industrial Development Council (TRIDEC)

Summary: This session will be an open discussion of how to attract new and expanding businesses to a community; use an educated work force to help attract new businesses to the region; and obtaining new jobs for the separated workers by matching their skills with potential jobs.

4B. *Preference-In-Hiring* Renaissance West

Moderator: Terence Freese, Deputy Director, Office of Worker and Community Transition

Speakers: Joe Pastel, Program Manager, Science Applications International Corporation

Sharon Ruehl, Contractor Industrial Relations Specialist, Office of Procurement Services, Richland Operations Office

Timothy P. Fischer, Attorney, Savannah River Operations Office



Summary: Developing successful mechanisms for providing preference-in-hiring and fully reporting results for displaced contractor workers has been a difficult challenge at many sites. Only a few sites have developed site-specific mechanisms for full implementation of the preference. This session will review successful efforts to implement the preference at LANL, update information on the Job Opportunity Bulletin Board System, a critical tool in preference implementation, and provide both contractor and labor perspectives on how to improve performance in this area.

2:30 - 4:00 p.m.

Final Plenary Session

Auditorium

Identification of action items and resolution of commitments

Speaker: Dr. Gary King, Director, Office of Worker and Community Transition